

PUBLIC SERVICE MOTIVATION OF EMPLOYEES AT THE MAZABUKA

MUNICIPAL COUNCIL IN ZAMBIA

by

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Submitted in accordance with the requirements for the Degree of

MASTER OF PUBLIC ADMINISTRATION

in the subject

Public Administration

at the

UNIVERSITY OF SOUTH AFRICA

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PUBLIC SERVICE MOTIVATION OF EMPLOYEES AT THE MAZABUKA MUNICIPAL COUNCIL IN ZAMBIA

I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.



SIGNATURE

4 August 2020

DATE

DEDICATION

This study is dedicated to the following:

- My dear mother Mrs. Veronica Nakantu Hadunka whom I fondly call 'Bina Joe', you taught me and have always reminded me that it is only through education that I can transform my destiny. Your motherly slogan 'mapenzi mwiiyi' always lingers in my head as I proudly recite it. You made so many sacrifices in life for your children's education; you are my hero and inspiration.
- My husband Fidelis Namboozi Halweele Cheelo, a friend and colleague, you have always been there for me, offering me support and encouragement even in the darkest of times. You are my strength, musemo wangu wakuyaamina.
- My beloved babies, Fidelis Mayaba II and Christabel, so dear to me. You are my life and the reason I wake up every morning. May this piece of work inspire you more as you wrestle with destiny, my dear upcoming Doctor and Lawyer.

ACKNOWLEDGEMENTS

I wish to acknowledge with sincerity the assistance and support I received from various institutions and individuals in the course of my studies. May I recognise the following in this regard:

- Professor Johan Van der Westhuizen my supervisor, his scholarly guidance, concern and unwavering support has enabled me to reach this far. I am sincerely indebted to you.
- Dr. RG Wessels, my co-supervisor, may I simply say thank you.
- Management and staff of the Mazabuka Municipal Council, without their support and assistance this study would not have been possible. Many thanks to everyone at the Council for helping me make my aspiration a reality.
- Professor Sam Tshehla who edited my work. May I simply say thank you.
- Mr. Tobias Michelo and all Colleagues, your positive criticism, support and encouragement has assisted me to excel, remain afloat and reach the shore. May God richly bless you.

ABSTRACT

The focus of this study was to investigate what makes the Mazabuka Municipal Council (hereafter regularly referred to as “the Council”) in Zambia attractive as an employer to the respondents by embedding it into a person-institution fit framework. Against this background, the main aim was to determine the PSM levels of employees at the Council. The quantitative research design was chosen as the most appropriate while, the post-positivist paradigm was adopted as the interpretive framework for this study. Triangulation was used thus, a mix of research methods particularly, a literature review, document analysis and a closed-ended self-administered questionnaire. Out of a population of 174 full-time employees targeted at the Council only 150 questionnaires were returned and used in the analysis. Results showed high PSM levels among majority of employees. Nonetheless, only the gender category showed differences in mean values, with males being more inclined to all the three PSM antecedents (public interest, self-sacrifice, compassion) than females. The findings could serve as an important instrument for the Council to consider in order to maintain the high PSM levels existing among its employees. Conversely, the Council may adopt certain recommendations (practical insights) derived from the study such as: to consider PSM as an important aspect in future recruitments and to develop an incentive system in order to maintain the high PSM levels that employees have when joining the Council as a preferred employer. By exploring the PSM levels of employees at a local authority in Zambia, such as the Mazabuka Municipal Council, the study endeavoured to make a contribution to the current literature on PSM theory in this context.

KEY WORDS

Compassion, Mazabuka Municipal Council, Motivation, Person-institution-fit, public interest, public sector, public service, public service motivation, self-sacrifice.

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA - Analysis of Variance

BIAC – Botswana Institute of Administration and Commerce

ERG – Energy Relatedness and Growth theory

GRZ – Government of the Republic of Zambia

LGAZ – Local Government Association of Zambia

PSM – Public service motivation

ROTC – Reserve Officer Training Corps

SPSS – Statistical Package for Social Scientists

UK – United Kingdom

UNDP – United Nations Development Programme

UNISA – University of South Africa

USA – United States of America

The Council – Mazabuka Municipal Council

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CHAPTER 1: GENERAL INTRODUCTION

1.1 INTRODUCTION

This study investigated the public service motivation (PSM) levels of employees at the Mazabuka Municipal Council in the Southern Province of Zambia. This introductory chapter provides the general background and rationale of the study, which entail the importance of the research. It also outlines the problem statement, research questions, aim and objectives, as well as the scope and demarcation. After elucidating some of the key concepts, the chapter also briefly covers the research methodology, design and method in anticipation of its more detailed explanation in Chapter 4. Thereafter, the chapter highlights the possible limitations and referencing and, closes with an overview of the different chapters of the study and a summary.

1.2 BACKGROUND AND RATIONALE

Determination to improve work performance is one of the critical issues of the management of public affairs. It calls for paying attention to factors such as the right equipment, people with the right knowledge, skills and abilities, as well as having efficient organisational structures in place. A public sector institution may have all the afore-mentioned factors and yet fail to realise its set objectives if it neglects to motivate the most valuable resource at its disposal, namely, its human resources. Employee satisfaction and commitment are two critical elements for developing high-performing institutions and attracting top talent (Stier, 2014:1).

Work-related rules and norms are instruments that shape the administrative behaviour of public servants, as well as influencing public servants' attitudes and motivation about the value of public service (Moynihan & Pandey, 2007:41). Management thus needs to put in place measures facilitating both the understanding and the promotion of employee motivation. Furthermore, research reveals that not all individuals are motivated by the same work-related factors (Paarlberg & Lavigna, 2010:710). Some individuals are self-interested and motivated by material factors, while others are inspired by personal experiences, especially the meaning they derive from making a difference in the lives of others. In other words, a well-paying job does not automatically guarantee job satisfaction (Munyeka, 2014:442). In fact, a low-

paying job may be preferred if it is deemed to be adequately challenging and stimulating.

Numerous factors influence an employee's job satisfaction. However, because job satisfaction is both circumstantial and subjective, it is not always easy to determine the most important factors that motivate a particular employee. Moreover, studying employee motivation from a rational, incentive-driven perspective alone produces a partial understanding of motivation (Moynihan & Pandey, 2007:41). Instead, there is need to take a wider view and study the processes that shape individuals' normative beliefs and emotional understanding of the world. It implores management, therefore, to identify these variable needs for motivation and consequently to design strategies that may stimulate them for the institution's benefit (Paarlberg & Lavigna, 2010:716; Prebble, 2014:1).

Generally, local authorities are facing many challenges and a significant proposition of this relates to finances. In this regard, Lolojih (2008:19-21) contends that local authorities' administrators encounter challenges of low revenue collection plus irregular and inadequate funding from the central government. This means, among others, that local authorities fail to attract, retain and motivate appropriately qualified professional staff. It is not uncommon in this sector to experience an accumulation of unpaid salaries and wages, sometimes up to nine months. Working for no pay is quite demotivating and frustrating. In addition to inadequate financial and human resources, Mumena (24 May 2010:6) also noted the current high population growth rate as well as the growing complexity of urbanisation. The Mazabuka Municipal Council is not exempt from this situation, which has resulted in various stakeholders often expressing their dissatisfaction with the quality of public services delivered by the Council (Chingangu, 2009:2-4; Republic of Zambia, Local Government Association of Zambia, 2007:3-4).

The Council's catchment area comprises urban, peri-urban and rural locales. To these communities, the Council's services include waste management, provision of clean water and sanitation, road construction and maintenance and health, and regulatory services. Mazabuka District's residents, most of whom are engaged in

farming and animal husbandry, face untold transportation difficulties because of, among others, ungraded roads (Chingangu, 2009:2, 9).

Other services include the cleaning of streets, inspection and regulation of beer drinking places to ensure, *inter alia*, that underage children are not allowed at these premises and that operating hours are adhered to. Provision of clean drinking water ultimately reduces water-borne diseases such as cholera and dysentery. However, the service delivery survey for 2005 and 2006 conducted by the Local Government Association of Zambia (LGAZ) and the Department of Physical Planning and Housing for the Southern Province established, among other things, that 90% of Mazabuka residents were not satisfied with the services offered by the Council (Chingangu, 2009:4).

Employee motivation is one of the most important issues in the delivery of public services. Kaipeng, Linghua and Qiu (2013:10) confirm this when they assert, for instance, that government employees should be and are strongly motivated by the desire to help the public. This study on PSM levels of Mazabuka Municipal Council employees was timely and relevant because local authorities in Zambia, and specifically at this Council, face challenges like failing to retain qualified staff. Mumba (2003:1) argues that although legislation in Zambia provides guidance on how councils should operate, council services are not executed successfully. Firstly, the principle of autonomy from the central government to make independent decisions is not practical as the central government constantly interferes in local authority affairs through ministers. For example, the then President of the Republic of Zambia, Mr. Rupiah Bwezani Banda was reported in the Times of Zambia newspaper (12 December, 2009:1) to have directed then minister of Local Government and Housing, Mr. Eustarckio Kazonga to issue title deeds to marketers who owned shops at Chisokone market, without engaging the local authority. This market is under the Kitwe City Council in the Copperbelt Province. The markets in Zambia are managed and controlled by councils in respective districts and are a source of revenue. Secondly, councils lack adequate funds to manage their local affairs and this

hampers their ability to employ adequately trained officers, subsequently affecting their effectiveness (Lolojih, 2008:19).

In general, there is limited knowledge available on PSM in Zambia. In fact the researcher could not find any form of data and information available on PSM in the activities of the Council. In light of this, the researcher followed an analytical and explorative approach in investigating the existing PSM levels of the respondents employed at the Council. In order to investigate and understand the public service motivation levels of employees at the Council, the PSM construct developed by Perry (1996:6-11) was employed. Basically, the public service motivation construct consist four key values namely, attraction to public policy making, commitment to public interest, compassion and self-sacrifice. Three out of the four values were tested on the employees of the Council and these are public interest, self-sacrifice and compassion in order to understand the public service motivation orientation of those respondents that participated in the study.

This study was considered timely and relevant because of the following four reasons. Firstly, it was carried out at a time when there was concern that little attention was paid to the challenges and difficulties encountered in the motivation levels of public employees. It also addressed the concern that the available body of knowledge on PSM is limited, more particularly at the Mazabuka Municipal Council. Secondly, the findings of this study would be of academic value to the discipline of Public Administration. Since little research has been conducted on this topic in Zambia, the researcher is of the view that the study would substantiate the thesis that the application of PSM at a municipal council could add new knowledge to the subject field. Thirdly, the recommendations of this study could contribute to the improvement of choices in terms of the recruitment, selection and retention of staff in the future. Finally, as far as could be established, this study was the first of its kind at the Mazabuka Municipal Council and could potentially add value to the entire local government sector in Zambia in terms of managing municipal employees better. In addition, this study could contribute to the limited practical knowledge on PSM in the local government field. The bulk of the current literature on PSM is contained in

international literature. On this basis, this was an exploratory and pioneering study that investigated the possible application of PSM at the Council.

1.3 PROBLEM STATEMENT

Against the background and rationale articulated above, the following key research question simultaneously comprised the problem and focus of this study: What are the PSM levels of employees at the Mazabuka Municipal Council in Zambia?

1.4 RESEARCH QUESTIONS

Research questions help unpack the varied aspects of the problem statement. In this way, the research problem is broken down into its components and in such a way it is easier expressed. Research makes it possible to systematically collect, analyse and interpret data in order to solve a particular problem or to answer certain questions (Lemba, 2009:1). It is important, then, to ask the right questions when conducting a research project (Degu & Yigzaw, 2006:57-58).

For the research problem sketched above, the following key research questions informed this study:

- What are the origins of the concept of PSM?
- What is the meaning of the concept of PSM?
- What antecedents are important to employees at the Council?
- How did employees at the Council navigate public interest *vis-à-vis* PSM?
- How did employees at the Council experience self-sacrifice in relation to PSM?
- How did employees at the Council show compassion pertaining to PSM?

1.5 AIM AND OBJECTIVES

This investigation was concerned with PSM dynamics. As was indicated in the Abstract [see page (v)] the focus of this study was to investigate what makes the Council attractive as an employer to the respondents by embedding it into a person-institution fit framework. Moreover, the primary aim was to ascertain the PSM levels of employees at the Council. In addition to the primary aim, the study had the following objectives (the objectives are linked to Chapters 1 to 6):

- Objective 1: Provide the background, rationale and a general overview of the Study.
- Objective 2: Trace the origins of and define the concept PSM. This expands on the introductory chapter by, more particularly, reviewing accessible literature on PSM.
- Objective 3: Outline the conceptual framework and theoretical perspectives around PSM.
- Objective 4: Outline the research methodology, design and method used to investigate the research problem.
- Objective 5: Analyse, interpret and present the findings of the self-administered questionnaires, to determine which antecedents (public interest, self-sacrifice, and compassion) were important to the employees when choosing the Council as an employer.
- Objective 6: Describe the realisation of the study aim and objectives, draw conclusions, highlight limitations, make recommendations and suggest areas for further research.

1.6 SCOPE AND DEMARCATION

The PSM construct was selected because it aligns so well to this study's objectives. This researcher intended to explain, describe and explore the levels of PSM of employees of the Mazabuka Municipal Council. Nevertheless, only three of the four PSM values were considered in this project because, at the level of Council employees engaged by this project, public policy making does not apply. Commitment to public interest, self-sacrifice and compassion are thus the only values that relate directly to employees at this particular level.

The main focus of this study was on PSM experiences and its *locus* was the Mazabuka Municipal Council. This research project was further limited to the experiences of employees around selected PSM antecedents. Issues to which the researcher paid attention in order to minimise bias are the hierarchical dimension, study group characteristics, period of study, as well as geographical boundaries.

1.6.1 Hierarchical dimension

The total population of full-time employees at the Council during this research was 174 (Chibale, 2009:4; Republic of Zambia, Mazabuka Municipal Council Establishment Report, 2012:2-6). These included for example, the Chief Executive Officer (Town Clerk), 4 Directors of departments and 169 other members of staff of various ranks. This study did not require the use of a sample because the population was small and manageable. Furthermore, the use of the whole population of 174 employees helped to avoid bias and ensure statistical validity. Therefore, the whole population of Council employees was targeted in this research project.

1.6.2 Study group characteristics

The study group consisted of respondents from the age of 26 years and above and both male and female employees were included. Every effort was made to ensure that discrimination on the basis of race, nationality, age, gender, academic qualification or job station did not feature in dealing with the study population.

1.6.3 Period of study

This research project covered the period 2014 to 2018.

1.6.4 Geographical boundaries

The study did not extend beyond the geographical limits of the Mazabuka District of the Southern Province of Zambia.

1.7 CONCEPTUALISATION

Perry (1996:6-11) developed a public service motivation (PSM) construct for investigating PSM levels of employees. The PSM construct consists of four key values namely, attraction to public policy making, commitment to public interest or civic duty, compassion or emotional state directed toward serving others, and self-sacrifice or the desire to serve others and put them first as important at the expense of oneself, in other words, selflessness. In order to establish their PSM levels, three of these four values were tested on the Council's employees, namely, public interest, self-sacrifice and compassion. In this regard, several key concepts were used

throughout this project and these required careful definition. This section was therefore intended to clarify these concepts.

1.7.1 Motivation

Motivation derives from 'motive', which is concerned with the needs, desires, wants or drives of a person. It entails the process of inspiring people to action in order to achieve set goals. As a process, motivation consists of three stages, namely, a felt need or obligation, an incentive by which needs are aroused, and, when needs are satisfied, the sense of achievement of goals. Biological, intellectual, social and emotional factors all play a part in personal motivation (Chaudhary & Sharma, 2012: 29-30).

1.7.2 Public service motivation

PSM relates to an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions (Perry & Wise, 1990:368). Implied here is an individual's orientation to deliver services to people with the purpose of doing good for others and society. In other words, central to PSM are altruism, individuality, and service provision as well as communal good (Braender & Andersen, 2013:467). PSM is thus a core variable in individuals' preference of government as an employer.

1.7.3 Person-institution fit

Person-institution fit generally refers to the compatibility of individuals with institutions in which they work (McCulloch and Turban, 2007:63). This concept is centred on the principle of goal congruence between a particular employee and institution of employment. It postulates that an individual performs better and derives job satisfaction when attracted, selected and employed in an institution that matches personal values and principles (Kim, 2012:830).

1.7.4 Institution

Institution refers to a number of role players with a special relationship with one another, who jointly and regularly perform certain functions to accomplish some purpose (Hodgson, 2006:2). A public institution (such as the Mazabuka Municipal Council) is, therefore, the joint operation of a number of public role players (in the

legislative, executive and judicial fields) for performing certain functions for the good of society.

1.8 RESEARCH METHODOLOGY, DESIGN AND METHOD

This study was primarily an explanatory, descriptive and exploratory investigation on PSM levels of employees at the Council. The quantitative research design was used as the most appropriate to explore the nature of the phenomenon being investigated which are, PSM levels of employees at the Council. A deductive approach was therefore used. In this regard, the research methods employed in this study mainly included a literature review and the completion of a structured questionnaire by respondents employed at the Council. A comprehensive account of the research methodology, design and method is provided in Chapter 4.

1.9 POSSIBLE LIMITATIONS

Many studies on PSM have been done elsewhere on the globe. However, according to the knowledge of the researcher there is almost no PSM research data and information available in Zambia. Therefore, this project was a pioneering research project from a Zambian perspective. Hence, its findings cannot be generalised to all local authorities and the broader public sector, regardless of external validity. In relation to the quantitative survey, Council employees involved in the study may not have supplied their true perceptions regarding their PSM levels either because of the impersonal mode of delivery, namely, questionnaires or because of fears that anonymity was not guaranteed. These possibilities were kept in mind when data was interpreted.

1.10 EDITING AND REFERENCING

This section briefly explains the editing and referencing (method used to acknowledge source references) of this manuscript.

1.10.1 Editing

The United Kingdom (UK) version of English language was used in the compilation of this manuscript. In order to ensure correctness in the use of the language, the manuscript was edited by a professional English language editor (see Appendix J).

1.10.2 Referencing

The Harvard reference technique was used for referencing. This is because of its simplicity and ease of handling. The quotations and/or sources employed in this study have been acknowledged by the surname of the author or the name of the institution that published the document or title of the document, followed by a comma, the date, colon and the page number (for example, Perry, 1996:5).

A bibliography has also been presented listing all the sources that were referred to in the text. These sources have been arranged alphabetically for ease of reference. The bibliography is prepared according to the author's surname, name of the institution that published the relevant document, date of publication, the title of the document, place of publication and the name of the publisher (Bell, 1993:25).

1.11 OUTLINE OF CHAPTERS

The dissertation consists of six chapters.

Chapter 1 presents the introduction to the research problem and puts in perspective the focus of the study. It further brings out the background to the research project and a clear statement of the problem. The rationale of the investigation and research objectives are also highlighted in this chapter. These are meant to guide the reader on the motivation for the research and its direction. In addition, the scope and demarcation of the study, research design and methodology, key concepts and chapter outline are briefly introduced in this chapter.

Chapter 2 presents the literature review on PSM, focusing on published materials. This forms part of the comparative basis of analysis of the findings in this research. It traces the intellectual progression of the concept PSM, including major debates and evaluate the sources, and informs the reader on the most pertinent or relevant

research. In due course, this literature review will inform the analysis of this research's findings.

Chapter 3 provides and explains the conceptual framework and theoretical perspectives of this research project. It is aimed at providing a conceptual framework and theoretical perspective of PSM as the *locus* of this study. A discussion on the definitions and meaning of the terms “motivation” and “PSM” by different scholars is provided. Similarly, a review of the various theories of motivation categorised as content and process theories follows in trying to understand motivation in general and PSM in particular. This forms the theoretical underpinning of this study.

Chapter 4 highlights the research methodology, design and method employed in this study. This chapter is an extension of chapter one, providing a road map of how the research project will be conducted. The chapter begins with a discussion of the research methodology. It mainly considers the research approach, interpretive frameworks and the philosophical assumptions. The chapter also deliberates on the research design and method. Thereafter, it describes the measures used to establish trustworthiness of the findings and the ethical principles to protect the rights of the respondents. It concludes with a discussion of how data will be stored and destroyed when no longer needed.

Chapter 5 seeks to analyse, interpret and present the findings of the research, taking into consideration the respondents' demographic information. It outlines how the data was analysed using the statistical package for social scientists (SPSS), then interprets it and presents the findings in narrative as well as illustrations through tables and figures. This provides meaning to the study results and enables the reader to understand the findings.

Chapter 6 deliberates on the realisation of the study aim and objectives, summarises the main conclusions of each chapter, articulates the research's major findings, bares the study's limitations, and concludes by putting forward recommendations as well as areas of further research. Annexures pertinent to the study supplement a bibliography listing all sources consulted in the course of this project.

1.12 SUMMARY

This opening chapter provided an overview and introduction to this research project. It discussed the background, the rationale for, as well as the importance of the investigation. Also highlighted were the problem statement, the research questions, the aim and objectives of the research along with the scope and demarcation of the study. Definitions of key concepts used in this research project, possible limitations of the study plus the outline of chapters concluded the chapter.

The next chapter presents a literature review, which involves a critical look at the works of other researchers around PSM. This review will then enable the researcher to provide justification for the chosen research topic.

CHAPTER 2: LITERATURE REVIEW: PUBLIC SERVICE MOTIVATION

2.1 INTRODUCTION

Focusing on, among others, the background and rationale, the problem statement and the aim and objectives, Chapter 1 provided the research project's general framework. Chapter 2 expands on the introductory chapter by, more particularly, reviewing accessible literature on public service motivation (objective). An outline of the importance and functions of a literature review is followed by thoughts on empirical research in the field. A synopsis of the PSM paradigm is also provided and, subsequently, the practical applications of PSM in selected countries of the world are highlighted. The chapter closes with some general concluding remarks.

2.2 LITERATURE REVIEW: ITS IMPORTANCE

All research projects are limited to definite boundaries and have to be located within some theoretical framework (Fox & Bayat, 2007:35). A review of the pertinent literature helps to establish such a theoretical framework, thereby locating the present study in relation to already conducted work in the field. This important stage in any research process provides an up-to-date understanding of the topic being investigated. Moreover, whether a researcher is conducting quantitative or qualitative research also does shape how relevant literature gets reviewed (Fouche & Delport in De Vos, Strydom, Fouche and Delport, 2013:133). What then are the key elements of a literature review?

2.2.1 Aim and objectives

The literature review seeks to establish the theoretical framework for the study and to provide the reader with an overview of the ideas, theories, models, approaches and significant literature published on the topic at hand (Bak, 2004:17-18; Maree, 2013:26). Writers in the field refer to many different secondary objectives as well. According to Fox and Bayat (2007:36) the following objectives are prominent in this regard:

- Locating the research project within the context of the study. This has been shown through the demarcation of the research in Chapter 1 (see Section 1.6).

- Providing a sound theoretical overview of the existing research findings on the topic *vis-à-vis* the current research problem. This is covered in Chapters 2 and 3.
- Highlighting gaps in previous research in relation to the current research problem Chapter 1 (see Section 1.3) the problem statement, alluded to this.
- Ensuring the same research has not been conducted before (or if it is repeated, that it is duly marked as a "replication study"). The background and rationale of the study (see Chapter 1, Section 1.3) plus Chapter 2 (see Section 2.3) show that this study is not a duplication.
- Enabling the researcher to learn from previous theory on the subject. This will be dealt with in Chapter 3 of the study where various theories of motivation and particularly, the PSM theory will be discussed.
- Illustrating how the subject has been studied previously. That is Chapter 2's precise brief in connection with PSM research in different contexts.
- Showing that the work adds to knowledge of the field concerned. The study's findings (see Chapter 5) do add to existing knowledge, albeit primarily from the perspective of the Zambian context.

Questions that inform a literature review, basically include the following: (1) What have other researchers said and written about the theme? (2) Which theories address the theme and what is the content of their arguments? (3) What are the most recent findings in the area of the theme? (4) What research gaps and contradictions exist among these findings? (De Vos, Strydom, Fouche & Delport, 2013:109).

By locating a project within the existing body of knowledge, noting how similar studies were conducted, and what were their shortcomings, a literature review thus affords the researcher a clear understanding of the problem being studied.

2.2.2 Criteria

Scholars have identified various criteria as necessary components of a literature review. Mouton (2001:90-91) classifies these criteria into the following five indispensable categories, namely that the literature review should be:

- Exhaustive in its handling of the main aspects of the study. This Chapter and Chapter 3 deal with the main theoretical aspects of PSM.
- Fair in its treatment of the different sources that are consulted. The researcher should never approach a study with a pre-set interpretation. This will be dealt with through adherence to the principles of establishing trustworthiness of study results in Chapter 4.
- Topical and not dated. This aspect is covered in Chapter 2 through the review of the relevant literature of PSM.
- Not confined to a single type of literature (for example, Internet sources). Chapter 2 provides a broad range of literature on PSM from various scholarly sources. It will also be indicated in Chapter 4 that the study uses a wide range of data collection methods, confirming that the researcher applied the scientific principle of triangulation.
- Well organised. The flow of the information is logically organised in this Chapter to ensure that the reader easily follow how PSM has been researched in various contexts over the years.

A well conducted literature review acts as a foundation for a researcher to have a clear focus in a given research project. This therefore calls for the need to consider a wide range of literature sources. This will be the focus of the next section.

2.2.3 Types of sources

A literature review also involves analysis of all other relevant sources of data and information, and not only “existing scholarship”, meaning the existing body of knowledge generated by scholars on a given subject (Mouton, 2001:87). For that reason, sources are distinguished as being either primary or secondary (Fox & Bayat, 2007:36-46). On the one hand, primary sources are first-hand versions, involving direct reporting of information. On the other hand, secondary sources are separated from the actual research area, and entail a mediated generation of pertinent information.

According to Mouton (2001:88-98), Fox and Bayat (2007:36-40) and De Vos *et.al* (2013:137-140) there are many sources a researcher can use to conduct research. The range of sources and resources includes:

- Standard reference materials (abstracts, bibliographies and indexes).
- Computer-accessible databases. This source works on the same principle as standard reference materials (available in libraries).
- Internet (books and journals). Easy accessibility of the internet can greatly accelerate data searches. However, caution is required as not all information found on the net is necessarily reliable, verified or correct.
- Scholarly books. Second only to ancient manuscripts, books are the oldest formal reservoirs of information. Peer evaluation ensures that these books are largely reliable.
- Articles in professional journals. Journals convey up-to-the-minute research findings in a given field. Written by specialists, journal articles undergo blind peer review processes before being published.
- Personal interviews. A valuable source of knowledge, particularly in relation to indigenous cultural knowledge, interviews nevertheless suffer from a lack of consensus concerning who may be regarded as an 'authority' on the subject matter in question.
- Research reports, dissertations and monographs. These sources of knowledge comprise varieties of findings of original research on which others can then build.
- Presentations at conferences, symposia and workshops. A relatively substantial amount of data, information and knowledge is generated via the cross-pollination that transpires during conferences, symposia and workshops.
- Public documents and reports of public gatherings. These types of documents are open to the public, and may offer useful research material. They are definitely worth consulting even though, at times, shady public representatives may have tampered with them.
- Newspapers, magazines and periodicals. These sources are probably the most

controversial with regard to credibility, next to the internet. Editors appear to be more interested in higher readerships than factual accuracy. Therefore, researchers should handle these sources with intense caution and always endeavour to corroborate their contents against scientific sources.

- Radio and television broadcasts. Reports on current affairs obtained through radio and television can be used successfully by researchers, but care should always be taken as some broadcasters serve interests of partisan sectors of society.

A rational conclusion is that any source relevant to a researcher's topic can provide data and information. It is evident from the above information that any source requires careful critique, as can be clearly seen in this research project as well. Researchers can apply the triangulation technique (see Sub-section 2.2.2 above) to validate data from the different sources, thereby improving the level of reliability of the findings. It is necessary at this point to discuss how a literature review is organised.

2.2.4 Organising

It is incumbent on the researcher to organise and structure the findings proceeding from all the sources consulted. A researcher may use any single or combination of the following six schemes in this regard (Mouton, 2001:91-95; De Vos *et.al.* 2013:137-140):

- Chronological presentation. Here the researcher starts with a discussion of the older studies until gradually reaching the latest viewpoints on the topic under review.
- School of thought, theory or definition. Here the researcher delves in detail into the most relevant theories, models or definitions of a specific phenomenon.
- Theme or construct. Here, through analysis of central themes, the researcher seeks to establish a classification or typology of the key construct in the study.
- Hypothesis. Here the researcher organises the arguments articulated by the sources consulted around a bold claim that the findings must then confirm or disprove.

- Case study. In instances where units of analysis are too extensive, the researcher then focuses the literature review around instructive examples of the phenomenon under review.
- Method. Here the researcher chooses a particular method as the organising principle of his/her research study. Quantitative approaches (surveys) and qualitative approaches (case studies) make different demands on the researcher and thus also on the literature review's emphases. The researcher still has to show why the chosen method is the most appropriate for the goals of the specific research.

The current research project involved a mix of several schemes, namely, schools of thought, themes, case study and method. Several organising principles were necessary because the researcher found that existing literature is mainly concerned with the developed world and so lacks directives on how PSM could enhance the management of people from the developing world. However, it is important to understand how various scholars over the years have studied the PSM construct (empirically) in many different countries.

2.3 EMPIRICAL RESEARCH ON PUBLIC SERVICE MOTIVATION

According to available studies, PSM is an important factor in individuals' choice of employment in the public sector. In fact, PSM belongs among the most significant concepts in modern Public Administration research (Vandenabeele, 2011:87). Nevertheless, until recently, research has concentrated on the measurement and consequences of PSM at the expense of its geneses.

PSM is categorised under process theory, along with reinforcement, goal setting, expectancy, and equity theories of motivation. Process theories describe and analyse how behaviour is energised, directed, sustained and even halted (Perry, 1999:480; Singh, 2011:161; Stotz & Bolger, 2011:1.16). These theories help to identify and explain the factors within individual employees that influence them to engage in goal-directed behaviour. A detailed discussion of process theories is provided in Chapter 3, under discussion of the study's theoretical framework.

For now, the focus is on the PSM construct. After tracing the origins of PSM as a concept, the section then proceeds to outline its sources and in particular, the socio-historical bases (institutions). Thereafter, a debate ensues on how PSM could influence individuals' career choices in the public sector. Then the relationship between PSM, institutional citizenship behaviour, job satisfaction, and socio-demographic factors gets explored along with the antecedents of PSM, before a synopsis of the literature review findings on PSM, which concludes the section.

2.3.1 Origins

James Perry and Lois Wise devised the catchphrase “public service motivation (PSM)” for the first time in 1990. PSM was subsequently defined as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions.” According to Perry and Wise (1990:368), three motives within an individual influence the decision for a public sector career preference, namely, the rational, the normative, and the affective (more on the motives in Chapter 3).

Motives are defined as psychological needs which an individual feels the urge to eliminate (Perry, 1996:6). Some individuals may choose public sector employment for rational reasons, which is a conviction that government work will help in the execution of public policies that advance self-interest. Other individuals may demonstrate normative intentions that relate to public policies perceived as acceptable, such as the provision of social services to the underprivileged. There are also individuals who may contend with affective motives associated with government programmes and these have a deep-seated emotional connection (Perry, 1997:182).

Further expanding the PSM theory, Perry (1996:5) developed a six-dimension PSM measurement scale entailing compassion, commitment to public policy making, public interest, civic duty, social justice, and self-sacrifice. These were later refined and reduced to four, namely, attraction to public policy making, commitment to public interest, compassion, and self-sacrifice (Perry, 1997:187; Perry, 1999:471; Vandenabeele, 2008a:156). Several bases of PSM have been studied, in particular the socio-historical institutions such as family, religion, unions and professional institutions.

2.3.2 Bases

An individual's socio-historical background lies at the heart of PSM theory. As social creations, individuals are identified by means of values and characteristics acquired through their exposure to mechanisms and institutions of social development (Perry, 1999:480). PSM thus develops from a variety of experiences ranging from childhood socialisation by the family, school, and/or religion, all the way to professional orientation and even institutional identity. This complex array of factors builds individual character and influences future career preferences (Perry, 1997:190; Vandenabeele, 2011:102). Put differently, PSM involves behavioural processes that pursue the public good. Self-sacrifice for the benefit of others and society definitely does feature in PSM (Kim & Vandenabeele, 2014:5).

Socialisation systems strengthen one's self-concept and offer a set of self-regulatory processes. An individual's self-concept influences how the individual behaves, for example, regarding public sector career preferences (Moynihan & Pandey, 2007:40; Perry, 1999:482). Essentially, individuals are willing to sacrifice tangible personal rewards and, instead, accept insignificant rewards for their efforts and commitment to the public interest. A brief word on each socialisation system now follows.

2.3.2.1 Family and religious socialisation

The PSM paradigm relies mainly on the reality of childhood socialisation through family and religion. According to experts, PSM develops out of various childhood experiences, including family interactions alongside religious activities. During these formative stages an individual's family, religious and educational socialisation inculcate the values, beliefs and norms *vis-à-vis* PSM. As a result, an individual with positive childhood orientation and experiences has a greater chance of having substantial PSM levels (Perry, 1996:12; Perry, 1999:480; Perry, Brudney, Coursey & Littlepage, 2008:445-454). Higher levels of self-sacrifice of individuals in later life result from parental socialisation during childhood.

By promoting communal worldviews, religious socialisation directs individuals to develop high levels of commitment to civic duty and compassion. Religious beliefs of obligation to other people (for example, being your 'brother's keeper') plus religious

pursuit of closeness to God also influence PSM levels rather considerably (Perry, 1997:83; Perry, 1999:9).

Perry, Brudney, Coursey and Littlepage (2008:445-454) conducted a study to determine whether higher levels of family socialisation towards volunteering would lead to increased volunteering at a later stage in life. The study focused particularly on family influences and attitudes during the time respondents were growing up, exposure to parents' volunteer activities, helping behaviours within the family, parental orientation toward strangers in distress, discussions of moral values as well as religious activity. Evidence indicated a direct relationship between an individual's childhood experiences and selfless behaviour in adulthood (Perry *et.al.* 2008:454).

To religious and family history, Vandenabeele (2011:99-101) added the institution of employment as another significant element of PSM development in an individual.

2.3.2.2 Institutional socialisation

Institutional socialisation is another PSM development base in individuals. This is because institutions shape the values and principles that inform human existence. Individuals derive PSM from institutional values, principles and culture, all of which define social identity (Vandenabeele, 2011:90). For Perry (1999:481-482), even job characteristics and the work environment influence the development of PSM in individuals. Consequently, leaders need to develop and implement training programmes for all employees to share common values of the institution (Paarlberg & Lavigna, 2010:713-715). This would enhance institutional socialisation and could lead to team building, affective commitment to the institution as well as job satisfaction.

Furthermore, results from the research conducted by Quratulai and Khan to determine whether employee institutional experiences influence PSM affirmed the institutional base of PSM. Their research employed the person-job requirement fit and job fit-job satisfaction analysis. Results showed that PSM was higher when pressures or workloads were low and weaker with high workloads and pressure (Quratulai & Khan, 2015:266). Vandenabeele (2014:153) conducted research on the same topic and more specifically examined the effect on PSM development of

promoting public values as one aspect of transformational leadership. From a sample of 3 506 Belgian civil servants, results showed a positive relationship between promoting public values and the development of PSM in a public institution. Moreover, findings indicated that the relationship was sustained by a set of basic psychological needs of competence and autonomy.

Another study investigated how institutional logics are important for different types of PSM, namely, the instrumental, the normative or the affective. These interventions were aimed at social development and directed towards doing good for others and society. From the research data obtained from 50 interviews in police stations, prisons, hospitals, municipalities and schools, it was established that the differences in service logic (the user's feeling of the desirability of a service) and user logic (people-changing or people-processing services) were important for employees' expressions of PSM. The findings proved the institutional base of PSM however, with different emphases (Van Loon, Leisink & Vandenabeele, 2013:1007).

In another survey, Ngaruiya, Velez, Clerkin and Taylor (2014:442) compared PSM data between undergraduate students at a mid-size public university on the one hand, and Reserve Officer Training Corps (ROTC) cadets on the other. Their findings showed higher PSM among ROTC cadets than among the college students. More significantly, institutional motivators for ROTC cadets in terms of recruitment tested more positively in relation to the rational, normative and affective dimensions of PSM. The institutional motivators and the self-sacrifice dimensions of PSM presented a positive relationship with being a ROTC cadet (Ngaruiya *et.al.* 2014:442). The study by Moynihan and Pandey (2007:40) also established that socio-historical institutions play an important role in influencing individuals' PSM.

2.3.2.3 Professional socialisation

The world of work is currently characterised by active partisan or specific professional bodies that influence and regulate the behaviour of workers in relation to the type of work that they perform. In many cases, public service employees affiliate to different professional bodies and are socialised into the values, norms and beliefs of their membership. For example, the medical profession emphasises the norms of caring

and societal common good (Perry, 1997:184-185). What then is the relationship between membership of professional bodies, higher educational levels, and PSM?

Research undertaken by Braender and Andersen (2013:466,473) established that the Danish soldiers deployed to the Afghan war expressed compassion towards other people who were non-soldiers. This was mainly in form of sympathy toward people in distress and even to non-Danes who were non-soldiers and foreigners. Among the values expressed was professionalism, which means having independent professional standards. Similarly, Vandenabeele (2011:101-102) explored the relationship between PSM and institutions of affiliation, using a sample of 3,506 state civil servants. Research data showed that the characteristics related to the various professional institutions of affiliation do correlate with PSM. Strong indications are that professional socialisation clearly influences individuals' PSM bases.

In another research, conducted by Mulkeen, Chapman, Dejaeghere and Leu (2007:30), student performance was reported as a major contributor to teacher morale and PSM. In addition, a scientific survey conducted in Denmark to determine whether students taught by teachers with high PSM levels perform better and obtain high marks in examinations confirmed the hypothesis that teachers with a high PSM base do actually produce better performing students. Moreover, the teachers themselves derive job satisfaction out of their students' performance. The only reasonable conclusion is that there exists an undeniable positive relationship between PSM, high performance, and professional socialisation (Andersen, Heinesen & Pedersen, 2014:29-30).

2.3.2.4 Union socialisation

Union membership too stimulates PSM bases in individual members, so much that union socialisation could result in improved public service delivery if managed appropriately. In sub-Saharan Africa, teachers unions are increasingly becoming important professional and political forces, shaping the teachers' working lives. The role of unions has expanded significantly across the world in order to include other forms of engagement with governments (Lucio, 2013:237-240). Consequent to

unions and governments engaging one another, strategic quality improvement initiatives have become the norm. This involved participation in the development of programs relating to key policy changes for learners and also the professional development of staff members (Mulkeen *et.al.* 2007:31, Lucio, 2013:238-239).

Might there be a contradiction between PSM and the labour unions' values and norms? Quantitative and qualitative studies undertaken to test Perry and Wise's PSM theory confirmed that union socialisation was associated with higher self-sacrifice and greater commitment to public interest. This emphasised the fact that union socialisation stimulates individual public service workers' affective motives and the desire to serve others and the public good (Davis, 2011:705). It is evident then that PSM is directly linked to three types of motives, namely, value based, instrumental and identification (Kim & Vandenabeele, 2014:4).

This section illustrated the bases of PSM and confirmed the relationship between the development and sustenance of PSM in individuals and socialisation through the socio-historical institutions of family, religion, education, employment and unions. It was further confirmed that a positive relationship emerged between PSM and these institutions. The next section provides further evidence of the influence of PSM on an individual's career preferences, in particular when choosing between public and private sector employment.

2.3.3 Career preference

PSM exists in individuals prior to employment. In fact, it influences their choice of public or private sector employment. Perry and Hondeghem (2008:8) are of the view that the presence of PSM in an individual is an advantage when considering job placement in the public sector. In other words, certain PSM characteristics can serve as a selection criterion for entry into public employment. Since individuals who possess high levels of PSM are likely to prefer employment in the public sector than the private sector (Vandenabeele, 2008b:1102), their person-institution fit aspect corresponds with government institutional attractiveness. But why is this the case?

2.3.3.1 Individual motives

The likelihood of choosing a career in the public sector is high in a public service motivated individual. As indicated already, normative, rational or affective motives play a significant role in influencing an individual to choose a public sector career (Perry & Wise, 1990:368; Andersen, Pallesen & Pedersen, 2011:12-13). Each of these motives influences an individual's behaviour in a particular way.

Normative motives concern commitment to public interest, emphasising a sense of duty and loyalty toward both the government and the community. Rational motives lean toward making or changing public policy for the betterment of society. Affective motives denote compassion and commitment to a programme based on true conviction of its social importance. Individuals choose to work in the public sector in order to satisfy these motives, in addition to their general need to do good for the benefit of others (Kim & Vandenabeele, 2014:4).

2.3.3.2 Public service motivation levels

Using Perry and Wise's PSM theory among public and private sector employees in China, Lui, Du, Wen and Bo (2012:1409) discovered evidence to support the construct validity of the notion that public sector employees' levels of PSM were comparatively higher than those of their private sector counterparts. Similarly, using the American changing lives' survey of logistic regression models, Ertas (2012:254) investigated the government employees' volunteering behaviour in five different types of institutions, and found that government employees engaged in significantly more volunteering than private sector workers.

In their sector-dependent exploration of the influence of time on choosing a particular employer, Wright and Christensen (2010:155) revealed a higher preference for the public sector as employer of choice. Likewise, Andersen *et.al* (2011:19) compared Danish physiotherapists employed in the private and public sectors and concluded that, generally, the motivation levels are similar between the two groups. Interestingly though, specific differences were observed in terms of the clientele of either group. On the one hand, private sector physiotherapists showed inclination toward private or

individual clients. On the other hand, public sector physiotherapists demonstrated greater inclination toward service to the general public.

2.3.3.3 Person-institution fit

PSM theory suggests that employees' work attitudes are positively related to PSM and that the person-institution fit factor mediates this relationship (Kim, 2012:830). Results from a study of Dutch employees by Steijn (2008:13) showed that employees with a PSM-fit had higher job satisfaction levels than other employees and were less inclined to leave the job than those without a PSM-fit. Moreover, those in the public sector experience higher PSM than private sector employees. Likewise, Kim (2012:830) conducted a scientific survey to determine whether PSM directly influences work attitudes, and whether person-institution fit mediates this relationship, using data on Korean civil servants. The outcomes of the survey disclosed that PSM has both a direct and indirect positive effect on job satisfaction as well as institutional commitment.

Bright (2013:5) conducted another investigation to determine whether PSM is positively related to public employees' compatibility to public institutions. This investigation focused particularly on the person-institution fit and person-job fit aspects, using a sample of 205 participants drawn from the states of Oregon, Indiana and Kentucky in the United States of America (USA). Results revealed that PSM is a significantly better predictor of person-institution fit aspect. Later, while examining the relationship between PSM and career preferences in non-profit institutions versus government, Bright (2016b:405) found that individuals with high levels of PSM prefer non-profit careers to government careers which offer job security and fringe benefits.

2.3.3.4 Pre-service (student) career preference

Vandenabeele (2008b:1102) has observed that students of business sciences were more inclined toward employment in the private sector, while those studying the humanities, behavioural and pure sciences are attracted more to public employment. Another study exploring the relationship between individuals' PSM and the choice of employment sector (public, non-profit or profit) using a pre-service sample of

undergraduate students, discovered that PSM measure is an indicator of an individual's employment sector preference (Clerkin & Cogburn, 2012:209). It was determined among these students that attraction to work in the public and non-profit sector increased directly proportionally to the higher self-sacrifice dimension. Christensen, Stritch, Kellough and Brewer (2015:1) also were able to establish among first year college students that the inclination to enrol in service-learning courses and extra-curricular public service activities was positively related to those students' PSM.

A study among undergraduate university students from China, Korea and Singapore disclosed a positive relationship between motivation to serve society and choice of public sector careers among the Korean and Singaporean students. In the same study it was established that the motivators for the Chinese students to either choose public or private sector careers were job security and salaries (Ko and Jun, 2015:192). However, and quite instructively, findings by Lee and Choi (2016:145) on Korean college students did not show any positive relationship between PSM and pro-social behaviours. Instead, their results found that job security was the main reason and motivator for the students' career preferences. These results were similar to those from a study conducted by Ng, Gossett, Chinyoka and Obasi (2016:1367, 1377) among graduate management students in Botswana - a developing country in Africa. These researchers showed that although students pursuing business courses scored higher on selflessness, they were less inclined to intrinsic benefits than those studying public administration courses. The value of this last study is its cautionary tenor; they observed that not all factors of PSM associated with a career choice in either the public or the private sector were applicable to the Botswana context. With the pre-service preference established, the following section is intended to show the relationship between PSM, institutional citizenship behaviour and job satisfaction.

2.3.4 Institutional citizenship behaviour and job satisfaction

The literature clearly indicates a positive relationship between PSM and institutional citizenship behaviour and job satisfaction. This view is, for example supported by Sunaryo and Suyono (2013:384) who examined the relationship between PSM, job

satisfaction and institutional citizenship behaviour in the Sragen District of Indonesia. They used a sample of 136 public servants in their study and their findings proved that public servants with higher PSM were satisfied with their jobs and exhibited high levels of institutional citizenship behaviour.

In a study involving 241 public servants from a district of a large metropolitan city in Eastern China, Liu and Perry (2016:4) used a time-lagged research design to investigate the mediating effects of institutional identification on the relationship between PSM and work attitudes. Their data reflected a positive relationship between PSM and job satisfaction, with institutional identification mediating the relationship between PSM and community citizenship behaviour. In a similar study, this time with data gathered from 16 central government ministries in South Korea, Campbell and Im (2016:323) established that change-oriented institutional citizenship behaviour was a positive mediator between PSM and turnover intention.

Another study by Huang & Feeney (2015:188) investigated the relationship between managers' motivations and engaging the public in institutional decision-making. Two national surveys done among USA local government managers between 2010 and 2012 supplied the data regarding the extent to which performance-based rewards and PSM contribute to citizen participation in government decision-making. Results indicated a positive relationship between PSM and citizen participation. It was further determined that this happened both directly and indirectly through person-institutional value congruence. However, in terms of performance-based rewards and citizen participation in government decision making, they observed a negative relationship (Huang & Feeney, 2015:188). Having established that there is a positive relationship between PSM, institutional citizenship behaviour and job satisfaction, the next section will focus on how socio-demographic factors influence individuals' PSM.

2.3.5 Socio-demographic factors

The literature indicated that there is a clear relationship between PSM and socio-demographic factors such as age, level of education, hierarchical authority, gender and marital status, as well.

2.3.5.1 Age and education

Studies have confirmed a positive relationship between PSM and an individual's age and education. For example, in a study conducted by Vandenabeele (2011:101) in Belgium, findings indicated that older employees have higher PSM than younger ones. Similarly, Egger-Peitler, Hammerschmid and Meyer (2007:1, 9,17-18) conducted a study with a sample of 1 652 local government employees in the City of Vienna in Austria on PSM. These researchers looked into how PSM and value preferences differ according to various contextual and personal factors namely, age, gender, education, duration of employment and private sector experience. The results indicated, among other things, that an individual's level of education influences PSM. These findings were echoed by Moynihan and Pandey (2007:40). They indicated that there is a positive relationship between PSM and an individual's level of education.

2.3.5.2 Hierarchical authority

The PSM construct does not apply indiscriminately to all categories of public employees. It turns out that the level of PSM is directly proportional to an individual's hierarchical authority (Moynihan & Pandey, 2007:40). In a study by Desmarais and Gamassou (2014:131,134-136,140-143) they undertook a comparative analysis of PSM of 2 868 public employees of cities in 12 different countries. The mandate of these employees was local government services, including for example, operatives such as carpenters, plumbers and cleaners as well as direct supervisors and executive managers. Having used both a quantitative and a qualitative methodology, the study revealed lower PSM levels among blue collar-workers.

2.3.5.3 Gender and marital status

In a study involving 398 civil servants in the Padang city of Indonesia, Syamsir (2014:1) tested PSM levels against socio-demographic characteristics such as age, gender, education, income and marital status. The positive relationship between gender and PSM was also proved by Perry, Brudney, Coursey and Littlepage (2008: 453) who found men were more likely to volunteer than women. Similar findings were reported from research conducted by Christensen *et.al* (2015:1,20) which showed

gender and race to be key determinants of PSM. Females tended to share PSM levels with minorities, but differences between developed and developing countries must always be kept in mind.

Bright (2016a:284) examined the extent to which PSM is associated with characteristics of public administration degree programmes, using a higher education socialisation framework. A sample of 500 students enrolled in 26 master's degree programmes across the USA participated in the study. Results indicated gender, work experience, core course requirements, service learning opportunities, public policy affairs, administration accreditation plus full or part-time status to be meaningful predictors of PSM among students. In another study examining the relationship between PSM and career preferences, Bright (2016b:405) focused on the influence of age, gender, minority status and work experience. Gender was then to be the most important predictor of career preferences *vis-à-vis* PSM. The discussion that follows examines the antecedents of PSM.

2.3.6 Antecedents

There are essentially four antecedents on the PSM measurement scale, namely, compassion, public interest/civic duty, self-sacrifice, and attraction to public policy making (Perry, 1997:187). An exploration of the factors influencing PSM among 640 municipal employees drawn from the three southern border provinces of Thailand indicated that the municipal employees' PSM on all the four dimensions were positively influenced by cultural understanding and goal perception. There was also a positive influence of transformational leadership on attraction to policymaking, compassion and self-sacrifice (Kachornkittiya, Trichan & Lerkiatbundit, 2012:78).

Elsewhere, an investigation into the effects on the Danish soldiers of deployment to the Afghan War and other stressful experiences demonstrated clear and consistent PSM levels among the soldiers to serve the public good. While the soldiers' deployment indicated reduced compassion, there was still among them an observable increase in commitment to public interest. For Braender and Andersen (2013:466, 467) therefore, the soldiers expressed compassion mainly in the form of

sympathy toward people in distress and even to non-Danes who were non-soldiers and foreigners.

With regard to Chinese public servants, Kaipeng, Linghua and Qiu (2013:10) found that only three of the four antecedents namely, compassion, self-sacrifice and attraction to public policymaking tested positive in accordance with Perry's PSM scale, thus failing to prove the public interest dimension for the Chinese context. Further, a study conducted in Belarus and Poland by Prysmakova (2015:v-vi) also found the same three dimensions of PSM as were observed in the Chinese context. What is more, the same study observed PSM across the two countries to be higher among non-profit employees than among their public (government) sector counterparts.

Finally, a positive association between PSM and times of institutional change has also emerged. For example, among employees in a city undergoing workforce re-organisation and reductions, Wright, Christensen and Issett (2013:738) found that only the employees with high commitment to self-sacrifice supported organisational change. At this point, it is important to provide a synopsis of PSM findings of all the subsequent sections from the literature.

2.3.7 Synopsis of findings from the literature

To sum up what has been gathered from the literature surveyed up to this point, PSM relates to “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions” (Perry & Wise 1990:368). Various scholars have conducted studies that focused on different aspects of the construct, with interesting results. In general, there is consensus among scholars that PSM dominates the public sector and among non-profit careers. PSM is about selflessness and doing good for the benefit of others and society.

First, an individual’s ongoing interactions with family (socialisation), religious convictions, professional associations, workers’ unions, as well as institutions of employment foster norms and values during an individual’s formative stages stimulate PSM in adult life. Second, high PSM levels influence an individual’s career

preferences in favour of public employment. Put differently, public employees have higher PSM levels than do their counterparts in the private sector. Third, socio-demographic factors such as age, education level, hierarchical authority, gender and marital status affect individuals' PSM in diverse ways, notwithstanding the role of the socio-economic context where individuals come from.

Fourth, there is a verifiable positive relationship between PSM antecedents namely, compassion, public policy making, public interest and self-sacrifice on the one hand, and the choice of a public sector career on the other. Finally, the PSM paradigm is of both scholarly and practical importance. Greater understanding of PSM is necessary for the further theoretical enrichment of Public Administration as an academic discipline. At the same time, PSM is useful in the identification, selection and recruitment of the most suited individuals in the public sector in particular, as well as, understanding the motivational bases of employees in general. How, then, have the various parts of the world in general, and African regions in particular, institutionalised PSM?

2.4 INSTITUTIONALISATION OF PUBLIC SERVICE MOTIVATION IN SELECTED GLOBAL AREAS

In addition to maintaining order, government also has to ensure that it acts as a faithful steward over public resources. To ensure realisation of these goals, governments need to provide employees with competitive opportunities to stimulate commitment to serve the public good (Wan, 2015:3-4). Some have argued for the replacement of the old-fashioned public servant paradigm with a business model that is attuned to taxpayers' demands for more streamlined, lower cost services and recognise public sector employees' role (Hanson, 2011:48-49). Core values of public service need to be institutionalised and employee engagement encouraged in the public sector.

In pursuit of this vibrant governance model, some contend that transformational leaders are required to enhance the motivation levels of employees. Such leaders align the individual employees' values to the institution's ideology by designing mission statements that reflect core values. By sharing the values with employees,

transformational leaders provide guidance on norms, set clear goals, and maximise social significance through work design (Paarlberg & Lavigna, 2010:711-712). In this way, individual employees are inspired to look beyond their own private goals and so to prioritise the larger institutional and societal goals. The latter must also inform selection and recruitment processes where even prospective employees are socialised to institutional values (Kim, 2006:736). The PSM construct discussed in earlier sections has been embedded in various contexts around the world. In order to provide a wider scope and demonstrate how the values underpinning PSM have been institutionalised, three selected global areas namely Western, Eastern and African countries will be considered in the subsequent sections.

2.4.1 Western countries

In this section, the United Kingdom and Northern Ireland serve as case studies to demonstrate how PSM values have been institutionalised in Western countries.

2.4.1.1 United Kingdom

The Central Bedfordshire Council previously had difficulties attracting experienced social workers until it developed a PSM recruitment campaign strategy with the slogan: “To love their job again”. The campaign was primarily internet-based and featured unscripted videos and many supportive quotes from employees about why they enjoy working in Central Bedfordshire (O’Riordan, 2013:23).

Additionally, advertisements were placed in the trade press which reflected the look and the feel of the website. Messages appealing to PSM were designed, emphasising that the council’s focus was on those things which had made social workers choose the career in the first place. Advertisements further emphasised the social workers’ desire to make a difference, to help children to stay safe, and the chance to reach individual professional potential. The council’s use of its current staff to campaign for children’s service teams was also brought forth, stressing how the teams were friendly and supportive and always had somebody around to discuss matters with (O’Riordan, 2013:23).

The Bedfordshire Council also realised that besides an open and honest environment, it was essential to offer employees career advancement and training. The Council's newly qualified employees were well supported with admirable training opportunities, delivered by nationally qualified trainers. Additionally, the Council ensured that employees' dedication to duty was recognised and rewarded (O'Riordan, 2013:23). As regards PSM, the Council's appeal to social workers focused on the need to realise the importance of their work in society. It particularly emphasised the social workers' commitment to public interest or civic duty and compassion, for example, helping children in distress. The campaign and implementation of new measures stimulated and raised PSM in the new employees to serve the public good.

2.4.1.2 Northern Ireland

The Irish Department of Social Protection introduced the strategy of employee engagement as an initiative to promote PSM among its staff. Beginning in 2011, the initiative formed part of an integrated four-year transformation programme aiming at the creation of a new integrated service as well as the provision of a single point of contact for all employment and income support. This led to the development of a new, integrated and enlarged department of over 7 000 staff (O'Riordan, 2013:29).

A staff survey carried out at the time when the programme was being introduced revealed a need to engage and involve staff if the new arrangements were to work effectively. Consequently, there arose a need to socialise employees in the core values, norms and culture of the institution. Through institutional socialisation, employees' PSM was stimulated and employees became more committed to public interest. They became more innovative and dedicated to the work of the department at various levels (O'Riordan, 2013:29), thus confirming that institutional socialisation can influence the development of PSM in employees or individuals.

2.4.2 Eastern countries

In this section, the focus is on how PSM values have been embedded in the Republic of Korea, People's Republic of China and Islamic Republic of Pakistan.

2.4.2.1 The Republic of Korea

In the Republic of Korea, the PSM concept has been widely applied in the employment and management of public employees, partly because Koreans are socialised and cultured toward community service and wellbeing. The Republic of Korea traditionally had strong characteristics of a typical career service system divided into the national and local spheres of government (Kim, 2006:723). Appointment of public servants is conducted by the respective governmental bodies and is regulated by national or local statutes respectively. Local government follows the general framework of the national public service system, which is broadly classified into career and non-career services depending on the terms of employment, job classification, and legal status. Career public servants are employed based on qualifications and performance requirements, and are expected to make a life-long commitment to the service since their legal status and job security are guaranteed by law (Kim, 2006:723-724).

Individuals are socialised into community consciousness and, particularly, towards public service. Collectivism is at the centre of Koreans' orientation as opposed to individualism; individuals are integrated into strong cohesive groups from birth onwards. Individual Koreans enjoy validation and protection in exchange for their unquestioning loyalty. Institutions of employment are then seen as a big family, a superior/manager as a father or big brother, co-workers as brothers and sisters, and subordinates as sons and daughters. There is strong emphasis on interdependence and cooperation rather than competition, and Koreans help one another to achieve "our goals" (Kim, 2006:724). The Korean case is indicative of how PSM values, norms and experiences derived from individuals' orientation through socio-historical institutions are internalised and practiced in later life. For example, compassion, public interest/civic duty and self-sacrifice are clearly demonstrated, and all are focused on putting others ahead of self.

2.4.2.2 The People's Republic of China

In the People's Republic of China, the hallmark of public service is the placement of

public interest above personal benefit. Commitment to public interest and self-sacrifice in administrative attitudes, ethics and behaviour are at the core of China's public service (Liu, Tang & Zhu, 2008:689). The character and ethics of today's Chinese public servant place the interests of the motherland and the people above individual interests. Working conditions in the Chinese public service have gone through various changes over time, with the most visible changes occurring in 1993 when the government issued formal provisional regulations for state public servants. They were eventually promulgated as the Public Servants Law of 2005, which formally established a new Chinese public service system (Liu *et.al.* 2008:689-694).

With the establishment of the new public service system, a public service culture materialised that was aimed at elevating the PSM levels of public servants. In this connection, public servants are expected to:

- Regard the interests of the people and of the nation as the highest priority.
- Provide public services objectively and creatively.
- Take teamwork and coordination as fundamental for national development and collective benefit.
- Be committed and exceptionally diligent in serving the public good and, act with integrity.

2.4.2.3 The Islamic Republic of Pakistan

In the Islamic Republic of Pakistan, successive governments regarded the PSM of teachers as critical to achieving better education standards of citizens. The approach resulted in the introduction of a new National Education Policy in 2009. The policy emphasised the need for new measures, including curriculum adjustment, teacher training, plus the standardisation and institutionalisation of certification procedures. The institutionalisation of PSM values in the education field in Pakistan was prioritised in order to improve the status and morale of teachers, and to stimulate their performance as well as their job satisfaction (Behlol, Dad & Raja, 2014:55-56).

The voice of teacher unions or associations was given due consideration in decisions on collective issues affecting teachers. As a result, teachers received opportunities

for professional development through a programme organised over a three-year cyclic basis. Steps undertaken by government ensured merit-based teacher recruitment, professional development, promotions and postings. In this regard, three types of socialisation were demonstrated namely institutional, professional and union socialisation. Similarly, a new form of engagement between government and unions emerged which focused on capacity building of teachers for the benefit of students and the whole society. Recognition and rewarding of individual teachers' outstanding job performance and contributions to the profession stimulated and institutionalised the PSM values of public interest, selflessness and compassion (Behlol *et.al.* 2014:52).

2.4.3 African countries

Africa has also had its share of the institutionalisation of PSM in various work environments. Four African countries, namely the Republic of Botswana, Federal Republic of Nigeria, and Republics of Malawi and Zambia, serve to illustrate how the PSM values have embedded in African work processes.

2.4.3.1 The Republic of Botswana

When the Republic of Botswana got its declaration of independence from the United Kingdom on 30 September, 1966, it had only a handful of graduates (Libakeni, 2008:1; Sardanis, 2014:1). At independence, Republics of Uganda, Sierra Leone, and Sudan respectively had 50%, 70%, and 22% of their public service made up of nationals. By contrast, the Republic of Botswana at independence had only 3% of senior public service positions occupied by nationals (Somolekae, 1988:118; Republic of Botswana, History of Botswana, 2017:1). As a result, a few graduates and expatriates were employed in government positions to stimulate socio-economic development. The private sector was not very competitive and active in Botswana's economy, hence the government taking the lead role in this regard (Somolekae, 1988:121; Ng *et.al.* 2016:1377; Republic of Botswana, History of Botswana, 2017:1).

The Botswana government then prioritised public service re-orientation as a key instrument for engendering optimism among the staff. In order to boost the morale of

public officials, to create confidence and a new spirit of work among public employees, a strategy aiming at serving the public welfare was implemented (Sharma, 1988:110). In 1993, the Botswana Institute of Administration and Commerce (BIAC), which is responsible for training public servants such as artisans, clerks, secretarial staff and executives, entered into an agreement with the Singaporean Civil Service Training Institute through which the Singaporean concept of 'work improvement teams' was replicated and applied in Botswana. This programme emphasised the need for work improvement by stimulating PSM through mind-set change among civil servants. It focused on ensuring improved work performance through participative leadership, teamwork and innovative work styles (Somolekae, 1998:121; World Bank Report, 1996:1).

The following were among the key objectives that the civil service re-orientation programme was expected to achieve (Sharma, 1988:110-114):

- Make civil servants more humane and sensitive to the needs of the underprivileged.
- Create an environment that respects citizens, especially those from the rural areas.
- Build a fair and just society based on equality, as well as formulate policies to promote social and economic justice.
- Promote work ethics and norms such as loyalty to institution, dedication to duty, courtesy to citizens, respect for seniors, consideration for juniors, and team spirit.
- Enhance accountability.

In the Botswana example, the PSM values of compassion and self-sacrifice in particular were promoted through making civil servants more humane and sensitive to the needs of the citizens regardless of their status. Equality among citizens was promoted through development of socio-economic policies, hence the commitment to public policymaking. Commitment to public interest was emphasised through adherence to work ethics such as respect for citizens, loyalty to institution,

accountability and dedication to duty. All these changes meant to enhance public service delivery and benefit the people of Botswana.

2.4.3.2 The Federal Republic of Nigeria

In the Nigerian public service, ethnicity, favouritism and patronage plagued the entire process of staffing, starting from recruitment, to selection, to placement, to promotions as well as transfer of employees (Osezua, Abah & Daniel, 2009:466; Abbah, 2014:7). Attempts to address these challenges saw the public service going through seven major review commissions between 1954 and 1999, unfortunately with little if any improvement at all. A 1999 diagnostic survey revealed that the government was not serving the citizens appropriately, and that services were inaccessible, of poor quality and unresponsive to people's needs. Therefore, between 1999 and 2007 the government prioritised public service transformation, and introduced the Public Service Renewal Programme, aimed at stimulating PSM in addition to enhancing employee morale for better public service delivery (Oyedele, 2015:36-38).

The transformation programme involved training, workshops, seminars and retreats for senior officers as well as a re-orientation of the entire public service. Public service employees were expected to observe and comply with the following principles (Oyedele, 2015:39):

- The need for Nigeria to realise its full potential through prompt and efficient delivery of quality services to the citizens.
- Renew their commitment to the service of their country.
- Commitment to providing the basic services in a timely, fair, honest, effective and transparent manner.

The Nigerian case shows how institutional orientation towards PSM measures can create renewed commitment to the values and norms of public service. It also emphasised on the need for commitment to public interest, selfless service and compassion to citizens, for the benefit of the society at large.

2.4.3.3 The Republic of Malawi

The Republic of Malawi had challenges of a weak public goods and service delivery system. Rather than resource scarcity, this partly reflected the challenges of misguided priority-setting and poor decision-making. The perceived slow uptake of good ideas and insufficient capacity was a result of poor planning and policy incoherence in government (Cammack, 2011:28). A culture of deliberately ignoring public service rules and regulations by particularly senior public officials further exacerbated the situation. For example, misconduct and indiscipline were entrenched in the public service because perpetrators faced no penalties.

Nevertheless, in an effort to counteract these shortcomings the Government of the Republic of Malawi has been implementing public service reforms aimed at, among others, stimulating PSM in employees. Since independence in 1964, these reforms have yielded varying results (Republic of Malawi, Malawi Public Service Commission Report, 2015:xix). A further Malawian Government sponsored Public Service Reform Commission in 2014 aimed at providing strategic leadership in the implementation of the reforms. Trade unions were involved extensively during the planning phases as well as with the implementation of these processes (Republic of Malawi, Malawi Public Service Commission Report, 2015:1). Among the issues emphasised through the unions were the following (Republic of Malawi, Malawi Public Service Commission Report, 2015:11):

- Training and inculcating work ethics in public service employees.
- Promoting change of mindset and a sense of accountability, integrity and cultural transformation.
- Employing people on merit and promoting innovation, dynamism and continuity.
- Improving capacity building, targeting both individuals and institutions.

PSM values visible in the Malawian case in particular are commitment to public interest, compassion and selflessness. Emphasis was laid on training staff and building capacity in public ethics for both institutions and individual employees, more specifically accountability and integrity. Change of mind-set and cultural

transformation among public employees also targeted at institutionalising compassion, selflessness and public interest. There was also a need to review the employment processes so as to employ public servants based on merit and evidence of PSM. Malawi demonstrated the importance of institutionalisation of PSM values and the orientation of employees through institutional and union socialisation, all for the benefit of society as a whole.

2.4.3.4 The Republic of Zambia

Public service in Zambia is highly politicised, and based on systems of patronage. Politicians reward their supporters with jobs and contracts to secure their loyalty and power base. What is more, political insecurity among public servants arises whenever there is a change of government as the establishment of new patronage networks ensues alongside the disruption of existing ones (Smith-Hohn, 2009:vi).

The Republic of Zambia had only 100 graduates at independence from the United Kingdom on 24 October 1964 (Achola, 1990:2). Even so, the public service establishment has undergone various reform programmes at different stages of the country's development since independence with a view to stimulate PSM and enhance service delivery. Among these was the 1993 public service reform programme, aimed at improving employee management through performance related incentives, decentralisation and devolution of administrative authority, from central ministries in Lusaka to the local government structures (Kaluba, 1993:20; Sardanis, 2014:1; Republic of Zambia, Zambia Gains Independence, 2017:1).

In 2011, the government prioritised good governance and made it the cornerstone for prudent management of the public service. The Government of the Republic of Zambia (GRZ)-United Nations Development Programme (UNDP) Governance Programme, 2011–2015 project aimed at influencing PSM and ensuring that public services are delivered with integrity, as well as in an accountable and transparent manner to benefit all citizens (Republic of Zambia, Government of the Republic of Zambia-United Nations Development Programme Report, 2011-2015:6).

An integrated approach sought to foster PSM among public service employees,

emphasising the following values and norms (Republic of Zambia, Government of the Republic of Zambia-United Nations Development Programme Report, 2011-2015:6-7):

- Enhancing institutional capacity, legal framework and skills development for the benefit of all, including the vulnerable.
- Promoting integrity, accountability and transparency in the public service.
- Encouraging mindset-change and transformational leadership in the public service.
- Promoting public participation in democratic processes and access to information.

In this way, PSM values were embedded and institutionalised in the public service for the benefit of citizens and society. Commitment to public policy making was emphasised through the review of the legal framework in order to create a fair and just society. Commitment to public interest was institutionalised through capacity building programmes emphasising integrity, accountability and transparency in the public service. Change of mindset and transformational leadership sought to promote compassion, selflessness and public interest values in the public service.

2.5 CONCLUSION

This chapter provided an extensive review of the relevant literature for purposes of understanding PSM from both the local and the global perspectives. The chapter's three main sections included the importance of undertaking a literature review, current empirical research on PSM, and examples of the institutionalisation of PSM in selected global contexts. The first section outlined key aspects to consider in order to conduct a successful literature study, namely, the aim and objectives, criteria, types of literature as well as organisation of literature. In the second section, various studies and research findings on the concept PSM were provided, including tracing the origins of the concept and identifying its bases. This was followed by a discussion on how PSM influences individuals' career choices, and then the relationship between socio-demographic factors and PSM. Thereafter, a discussion on antecedents of PSM was provided, followed by a synopsis of the PSM paradigm. The

concluding section of this chapter sought insights into the institutionalisation of PSM from various regions of the globe. The next chapter presents the study's conceptual framework and theoretical perspectives.

CHAPTER 3: CONCEPTUAL FRAMEWORK AND THEORETICAL PERSPECTIVES OF PUBLIC SERVICE MOTIVATION

3.1 INTRODUCTION

Chapter 2 reviewed the literature on PSM. More particularly, it presented the methodologies and research findings of other researchers' work on PSM. The chapter also explored how several countries have institutionalised PSM for their own contexts. This preliminary exploration enabled the researcher to gain insight into the current research problem, namely, the PSM levels of employees at the Mazabuka District's Municipal Council.

The objective of the present chapter is to delve deeper into the conceptual framework around PSM as well as the theoretical perspectives. Against the broader context of this framework and perspectives an analysis of the concepts "motivation," "public service motivation" and various content and process theories of motivation is provided. In essence, it is aimed at providing the broader context of the study. The chapter concludes with an outline of the key matters presented.

3.2 DEFINITIONS AND OBJECTIVES

Clarity of key concepts and processes involved is indispensable to any research project. This is achieved by defining and outlining the foundation of a conceptual framework and the supporting role of a theoretical perspective. Against this background, analysis of the concepts "motivation" and "public service motivation" is provided in order to make them consistent, systematic, measurable, and understandable to the reader (Regoniel, 2009:312; Mouton, 1996:114-117).

The subsequent sections define and outline the conceptual framework and theoretical perspectives.

3.2.1 Conceptual framework: definition, aim and objectives

This subsection interrogates what the designation 'conceptual framework' entails.

3.2.1.1 Definition

Besides clarifying key concepts of the research problem for the sake of a common understanding (Babbie & Mouton, 2001:98,105), conceptualisation also involves connecting the phenomenon under scrutiny to its broader conceptual framework (Mouton, 1996:66). Therefore, a conceptual framework is a guide to understanding a given phenomenon as informed by the researcher's synthesis of what that particular research problem involves (Bordage, 2009:312).

3.2.1.2 Aim and objectives

In any empirical study, a conceptual framework acts as a blueprint for the researcher. Like a magnifying glass, it enables the researcher to amplify key elements of a problem; like a lighthouse, it points to ways of understanding the problem being researched. Firstly, it guides the research process, seeking to attain a clearer understanding of the phenomenon as well as to explain relationships between various key concepts within a particular context. Without it, the research process simply loses direction (Ngulube, Mathipa & Gumbo, 2015:7-8).

Secondly, a conceptual framework clarifies the meanings of the theoretical concepts used in a particular study, in order to make them consistent, systematic and measurable. Concepts used in research studies are multidimensional, abstract and theoretical and may have many nuances. The conceptual framework contributes to research findings in two main ways, namely, by identifying the research variables as well as by clarifying relationships among variables (Dine, McGaghie, Bordage & Shea, 2015:19). Hence, it is important that concepts are clarified in order to afford the reader consistent and understandable information (Mouton, 1996:114-117; Ngulube *et.al.* 2015:5-6).

Thirdly, conceptual frameworks delineate the problem statement, the context as well as the issues that led to the researcher conduct the study. Researchers are thus able to articulate the problem and to ensure that all the key variables associated with the framework have been accounted for and can be measured (McGaghie, Bordage & Shea, 2001:924; Dine *et.al.* 2015:19-20).

Following clarification of key concepts in the context of the research problem (Mouton, 2001:66), the presentation of the specific research question becomes possible. A conceptual framework provides the language a researcher needs in order both to explain the design adopted, and to describe and interpret the findings of a particular study (Ngulube *et.al.* 2015:6). A clearly articulated conceptual framework minimises chances of ambiguities in the research report.

3.2.2 Theoretical perspective: definition, aim and objectives

This section investigates the different facets of a theoretical perspective.

3.2.2.1 Definition

A theoretical perspective is a conjectural standpoint taken by a researcher for purposes of analysing a phenomenon under study (Creswell, 2003:10). It can also be understood as a philosophical position informing the study's methodology which provides a context for processing and grounding its logic and criteria (Crotty, 1998:3). Such a general stance towards a phenomenon (Neuman, 2006:74) then provides focus to the research process while also locating it within a broader scholarly world.

3.2.2.2 Aim and objectives

Firstly, theoretical perspectives help a researcher to clearly understand and analyse a problem within the chosen conceptual worldview (Crotty, 1998:7; Babbie & Mouton, 2001:366; Ngulube *et.al.* 2015:13). Secondly, a theoretical perspective affords the researcher rationality, logic and method in relation to interpreting a given phenomenon. It explains the relationships among variables and provide answers to the 'why and how' of the phenomenon under investigation (Creswell, 2013b:36,86,98). Thirdly, a theoretical perspective enables the researcher to explain and describe phenomena in a rigorous and systematic manner (Mouton, 1996:11). Finally, a study with solid theoretical perspective enjoys a clear focus from beginning to end.

A theoretical perspective sometimes integrates with philosophical assumptions such as the epistemological, ontological, axiological and methodological. The researcher who is alert to this influence can then adjust the study plan as needed (Haight,

2010:101; Song, Shin & Kim, 2015:215). Feminism, pragmatism, post-modernism and post-positivism are among the theoretical perspectives available for researchers to choose from (Creswell, 2003:10-11). For the present study, the post-positivistic paradigm was used to analyse, explain, describe and explore the phenomenon of PSM levels of employees at Mazabuka Municipal Council. The justification for all these aspects is provided in Chapter four. Equipped with the foregoing, the chapter may now turn to analyses of the concepts 'motivation' as well as 'public service motivation' on a theoretical level.

3.3 MOTIVATION AND PUBLIC SERVICE MOTIVATION

Public employers' success relies to a large extent on motivated individuals who constantly, inventively and actively drive toward the achievement of institutional goals. Motivation is also important for an individual's own personal success. The more motivated public employees feel, the more fulfilled and effective their performance on the job will be (Mullins, 1996:479; Cole, 1997:74; Human Development Report, 2001:9). Clearly, motivation is especially important in governmental institutions where officials interact with citizens directly.

However, it is quite challenging, if not nearly impossible, to acquire and retain highly motivated employees in public service institutions. In fact, there exists a general belief that people employed in the public sector are fundamentally lazy and unmotivated. This perception is understandable to some extent, considering that government cannot compete with the private sector in relation to rewards and incentives for employees. Nevertheless, it remains only a perception because research on PSM suggests that, overall, public employees are no less motivated than their private sector counterparts (Baldwin, 1984:80). As a matter of fact, as this study has shown, the public sector even offers diverse prospects for motivating people to conduct outstanding work.

3.3.1 Motivation

Without dwelling too much in the world of generalisations, motivation concerns the behavioural effort – intentional or goal-directed action – that one expends in relation

to satisfying some type of identified need (Hays, Kearney & Cogburn, 2009:143). However, the above definition does not take into account the possibility that individuals may concurrently encounter opposing needs of varying intensities. There is thus need for a nuanced conceptualisation of motivation. Various general definitions of motivation have been provided by different scholars. However, it can be argued that despite the varying definitions, there is acceptance by all on the understanding of the concept and its meaning. Selected scholarly definitions of the concept of motivation follow below.

- “To be motivated means ‘to be moved to do something’...Motivation concerns the underlying attitudes and goals that give rise to action” (Deci & Ryan, 2000:54).
- “The word motivation originated from the Latin word ‘movere’ simply meaning to move.... Motivation is defined as ‘an internal drive that activates behaviour and gives it direction’” (Singh, 2011:161).
- “Motivation is derived from the word ‘motive’ which means needs, desires, wants or drives within persons. It is the process of inspiring people to actions to achieve their goals.... An individual’s motivation is influenced by biological, intellectual, social and emotional factors” (Chaudhary & Sharma, 2012:29-30).
- “Motivation concerns that psychological process that causes the arousal, direction and persistence of behaviour” (Ganta, 2014:222).

Although there is no universally accepted meaning of the motivation concept, there are clear commonalities and conventional themes in the various definitions and themes that are important and useful in the management of public employees. Firstly, it is clear in all the definitions that motivated behaviour is actually goal-oriented. This implies that, when an individual is motivated to achieve some purpose or goal, then that person has made a voluntary choice to realise it. Secondly, all definitions indicate that motivated behaviour is intrinsic. This means that an individual is internally motivated or that motivation actually exists within an individual, and that such a person voluntarily chooses to behave or not to behave in a certain way.

Thirdly, motivated behaviour can be stimulated by extrinsic factors, which means that an individual's behaviour can be influenced by external factors. External inducement of motivation in this connection can come, for instance, in the form of rewards, promotions and praises. Absence of such external factors may have the opposite effect. At any rate, individual behaviour is influenced by both internal factors, which may be biological, intellectual or psychological, and external factors, which are social or environmental. Since individual motivation can be affected positively or negatively, and because it is desirable in employees at all times, it then follows that managers and/or leaders within the public sector need to consciously stimulate and astutely sustain the various manifestations of motivated behaviour.

3.3.2 Public service motivation

The previous section provided various definitions of the concept 'motivation', and its general features. In this section, the research will proceed to define PSM as its central focus. Hence, it is necessary to explore in finer detail by providing a few cogent scholarly definitions.

Nearly thirty years ago, Perry and Wise (1990:368) formulated the catchphrase PSM and defined it as "...an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions or organisations". According to Vandenabeele (2007:547) at the heart of PSM are "...the beliefs, values and attitudes that go beyond self-interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate". As explained by Perry and Hondeghem (2008:3-4) PSM are "...individual motives that are largely, but not exclusively, altruistic and are grounded in public institutions". In their turn, Andersen, Pallesen and Salomonsen (2013:23) conceptualised PSM as "...a pro-social motivation to serve the public good and shape the wellbeing of society".

It is noteworthy that the concept PSM cannot be complete in definition without adding its antecedents. There are fundamentally four antecedents on the PSM measurement scale, developed and refined by Perry (1996:5; 1997:187) namely, attraction to public policy making, commitment to public interest, compassion and self-sacrifice. These are outlined in detail in Chapter 2 (see Sub-section 2.3.6) and also in Chapter 3 (see

Section 3.5). The antecedents of PSM are value based. Such values are derived from socialisation through the socio-historical institutions (see Chapter 2, Sub-section 2.3.2) such as family, religion, education and institutions of employment (Perry, 1996:12; Vandenabeele, 2011:99-101). The subsequent sections define the antecedents of PSM.

3.3.2.1 Good governance

Good governance denotes attraction to public policy making. This refers to the behaviour of an individual based on what is considered to be serving others and society through meaningful participation in the formulation of public policies directed toward social equity, fairness and justice (Andersen, Heinesen & Pedersen, 2012:3). In summary, good governance is influenced by rational motives with the desire to achieve a fair and just society for all (see Sub-section 3.5.1).

3.3.2.2 Public interest

Public interest is considered a normative motive and is concerned with social equity, a sense of responsibility or civic duty and loyalty toward government and community. This is derived from values held by individuals regarding putting others and societal needs first before self (Perry & Wise, 1990:368-369). Some individuals are motivated to work in the public sector to serve public interest, and fight for social equity, fairness and justice for the benefit of the underprivileged and all citizens (Davis, 2011:706; Kim & Vandenabeele, 2014:4). Individuals driven by this motive are committed and loyal to public duty and endeavor to render service for the benefit society (see Sub-section 3.5.2).

3.3.2.3 Compassion and self-sacrifice

Compassion and self-sacrifice are considered as affective motives whose focus is on commitment to a programme due to genuine conviction of its importance and societal benefits. These antecedents of PSM are emotionally attached to serving the needs of humanity (Perry & Wise, 1990:369; Kim, 2011:2). Individuals who exercise patriotism of benevolence, compassion and self-sacrifice exhibition a bond towards others and are ready to do anything that positively improve the livelihood of the less privileged.

Such higher levels of altruism that motivate compassion and self-sacrifice in motivated public employees are derived from a warm and positive relationship with parents in childhood (Perry, 1997:183; Kim & Vandenabeele, 2014:4). Individuals in this category always put service to others first and more important than personal rewards (see Sub-section 3.5.3).

As was the case with the concept 'motivation', PSM too lacks a single universal definition; yet the definitions provided above show common central themes and understandings of PSM. First, all definitions recognise an individual's personal conviction and voluntary choice to take up a career in the public sector. It is further accepted that, though primarily a feature of public sector, PSM may transcend the public sector arena to be experienced by employees in voluntary or non-profit making or charitable institutions as well. An individual's conviction that there is need to serve other people and/or the wellbeing of society is strictly an internally wired drive. Values, beliefs, norms, feelings and experiences that an individual acquired through socialisation drive the individual's motivation from within him/her. This implies that the altruistic needs of an individual are satisfied whenever his/her values resonates with institutional values that prioritise public interest, compassion, self-sacrifice and good governance. In such instances, PSM is almost automatically stimulated.

Second, the individual views service to others as more important than any rewards or benefits that could accrue in exchange for rendered service. Self-sacrifice and compassion fulfil such an individual. The individual concerned derives satisfaction from serving other people, especially society's needy members. Third, public interest outweighs personal interest, and societal benefits are a priority for which the individual is ready to make required sacrifices.

It is evident from the above discussion that PSM is one of the theories of motivation. Both concepts are susceptible to intrinsic and extrinsic motives or drives in individuals. While motivation is a much broader phenomenon, PSM is directed toward public service; PSM is characterised by a strong sense of duty to society. It is necessary to say more about theories of motivation at this point, of which PSM is one.

3.4 THEORIES OF MOTIVATION

Scholars have developed different theories to explain employee motivation in places of work. In providing guidance to managers' dealings with subordinates, these theories have aided efforts to foster a well-motivated workforce in the quest for high levels of performance. These theoretical bodies of knowledge have been grouped under either content or process theories (Singh, 2011:161; Stotz & Bolger, 2011:1.16).

3.4.1 Content theories

Content theories of motivation are concerned with needs and drives as factors that stimulate and direct the behaviour of individuals (Abbah, 2014:4). Here the focus lies squarely on what motivates individuals to act in a certain way, actual rewards that motivate individuals to work hard or to put in their best effort towards the achievement of institutional goals (Singh, 2011:162). There are five content theories of motivation namely, Abraham Maslow's hierarchy of needs theory, Clayton P. Alderfer's existence, relatedness and growth (ERG) theory, which is an outgrowth of Maslow's theory, Frederick Herzberg's motivation-hygiene theory, David C. McClelland's needs theory, plus Edward L. Deci and Richard M. Ryan's intrinsic motivation and self-determination theory (Singh, 2011:161-162; Stotz & Bolger, 2011:1.16).

3.4.1.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow hypothesised that within every human being there exists a hierarchy of needs, and that the substantial satisfaction of one need leads to the next need in the hierarchy becoming dominant (Green, 2000:3; Robbins, Odendaal & Roodt, 2006:131; Ganta, 2014:227). Put differently, as human beings achieve gradually higher levels of satisfaction for a certain need, that need diminishes in strength as a motivator (Abbah, 2014:4; Shanks, 2017:26). Maslow arranged these basic needs in the following hierarchical order: (i) physiological needs; (ii) the need for safety; (iii) the need for love, affection and belonging; (iv) the need for self-esteem; and ultimately (v) the need for self-actualisation. When all the needs are finally satisfied in the above order, then there is balance in that person's life (Yang,

Hwang & Chen, 2011:2; Ghanbarpour & Najmolhoda, 2013:2; Abbah, 2014:4; Shanks, 2017:25-26).

A fundamental notion of Maslow's theory is that human beings are continually aspiring for the satisfaction of higher order needs. In other words, beyond money and satisfaction, there is also need for success. Satisfaction can be achieved from good performance and more responsibility in decision-making. This should take into account individuals' interests and abilities (Kroon 1995:329). However, while the theory is useful theoretically, one cannot force an individual's needs into a queue, with each awaiting the satisfaction of the other before it can activate. Maslow's theory, therefore, is unrealistic (Shanks, 2017:26) as well as simplistic because it assumes that all human beings have the same hierarchy of needs (Abbah, 2014:4-5). Furthermore, needs are not the only factors that inspire human behaviour.

3.4.1.2 Alderfer's Existence, Relatedness and Growth (ERG) Theory

Clayton Alderfer's ERG theory is a derivative of Maslow's hierarchy of needs theory. However, Alderfer was also concerned with understanding the factors that influence the complex behaviour of individuals (Caulton, 2012:1-2; Ghanbarpour & Najmolhoda, 2013:3). Accordingly, ERG theory enriched and reduced Maslow's levels of motivation from five to three needs: existence, relatedness and growth (Robbins *et.al.* 2006:134; Shanks, 2017:26).

The need for existence concerns an individual's desire for safety and survival, which involves protection from danger and anxiety. It also includes the desire for satisfaction and, specifically, leisure, rest, plus comforts such as food and clothing. Relatedness focuses on an individual's sense of belonging and social status, and includes mutual trust, recognition and a sense of respect. The growth needs relate to an individual's self-esteem, such as with the desire for knowledge and achievement (Ghanbarpour & Najmolhoda, 2013:3).

Alderfer's ERG theory submits that individuals persistently pursue various needs ranging from survival to appreciation to achievement (Shanks, 2017:26). Furthermore, once the ultimate needs are realised then, there is struggle for

maintenance and the desire increases for more and more of the growth needs. Whilst a definite improvement of Maslow's theory, the ERG also has its limitations. It carries the frustration regression principle which hypothesises that, depending on the degree of satisfaction, individuals continue to move back and forth between the three levels of needs (Robbins *et.al.* 2006:134). Like its predecessor, Alderfer's ERG theory concentrates on intrinsic factors while ignoring the extrinsic ones. In a word, it fails to recognise the influence of the social factors on an individual's motivation.

3.4.1.3 Herzberg's Motivation-Hygiene Theory

In his turn, Frederick Herzberg refined the above theories into the two-factor or motivation-hygiene theory. He contends that, on the one hand, motivators that generate job satisfaction or motivation are comparable to Maslow's higher-level needs, they relate to the nature of the job itself, and are inherent to the individual; they include achievement, appreciation, stimulating tasks, responsibility and growth (Ganta, 2014:228). Factors that lead to dissatisfaction, on the other hand, correspond to Maslow's lower-level needs are extrinsic, and meeting them does not necessarily lead to motivation; in fact, it may only lead to the absence of dissatisfaction (Shanks, 2017:27). The theory neglects to acknowledge the role of the latter factors, consequently that, the lower level needs which are extrinsic can be used to stimulate intrinsic motivation.

3.4.1.4 McClelland's Needs Theory

Deviating significantly from earlier theories that presuppose common human instinctive needs, David McClelland insists that some high-ranking needs in the workplace are acquired, and they vary from person to person. He highlights three learned needs, namely, the need for achievement, the need for power, and the need for affiliation (Robbins *et.al.* 2006:234; Ghanbarpour & Najmolhoda, 2013:3). Human motivations or needs are not fixed, but they are continuously fluctuating. Acquired from various life experiences, they develop continually throughout an individual's lifespan (Shanks, 2017:27).

According to this model, therefore, some individuals are motivated by the need for achievement, whereas the need for affiliation might be more important for others. It all depends on an individual's particular motive and present interests that drive individuals to select a certain type of behaviour (Robbins *et.al.* 2006:134-135). For example, those with high achievement needs execute tasks better when assigned challenging work or given relatively complex instructions.

3.4.1.5 Deci and Ryan's Theory of Intrinsic Motivation and Self-determination

Edward Deci and Richard Ryan's theory of intrinsic motivation and self-determination focuses on the importance of people's freedom of choice and self-determination (Stringer, Didham & Theivananthampillai, 2011:162; Andrews, 2016:241). The theory underscores the importance of social and cultural stimulators of behaviour.

For this theory, social and cultural factors acquired through socialisation play a role in directing a person's behaviour. Consequently, individuals are not passive but proactive, growth-oriented and always striving for higher achievement levels. In this way, the importance of personal choices and efforts exerted to achieve satisfaction is underscored, and the place of socio-cultural environments in influencing behaviour recognised (Deci & Ryan, 2000:227; Green, 2000:3; Barkoukis, Tsorbatzoudis, Grouios & Sideridis, 2008:39).

In summary, content theories emphasise the importance of needs or drives in stimulating and directing human behaviour. However, while useful for understanding employee behaviour, their general failure to recognise the influence of the social environment on individuals makes content theories inadequate. Thus, the turn to process theories of motivation.

3.4.2 Process theories

To describe and analyse how individual behaviour is stimulated, directed and even halted, process theories hinge on the need for motivation and satisfaction derived from an individual's full participation in decisions that concern work performance (Ghanbarpour & Najmolhoda, 2013:3). There are essentially three process theories, namely, Edwin Locke and Gary Latham's goal-setting theory, Edward Lawler and

Victor Vroom's expectancy theory, as well as James L. Perry and Lois R. Wise's PSM theory (Perry & Wise, 1990:368; Stotz & Bolger, 2011:1.16).

3.4.2.1 Locke and Latham's Goal Setting Theory

The goal setting theory of Edwin Locke and Gary Latham provides an explanation of the relationship between work motivation and clear institutional goals. It does so by underscoring the importance of setting goals, and stressing the appreciation of how goals act as motivators (Robbins *et.al.* 2006:37; Shanks, 2017:28). This prominent motivation theory insists that employees will be motivated and committed to work hard toward achieving institutional goals if the goals are clear and employees have participated in developing them (Jung & Rainey, 2011:34; Lunenburg, 2011:1-2).

When goals are clear, specific and challenging, employees tend to exert more effort toward goal achievement. Individuals become innovative and develop new task knowledge, ideas and skills, all of which stimulate motivation (Robbins *et.al.* 2006:137; Stotz & Bolger, 2011:1.20; Ghanbarpour & Najmolhoda, 2013:4). In other words, commitment to the achievement of goals is influenced by the employee's perception of congruence between institutional and personal goals and values (Locke & Latham, 2006:265; Paarlberg & Lavigna, 2010:4).

Among the most important aspects of the goal setting theory, is the need for employee engagement and participation during the goal setting process. Employee participation tends to improve confidence and commitment to goal accomplishment. It also helps employees to have a clear understanding of the goals in addition to ensuring that the goals are not unreasonable (Lunenburg, 2011:1,5).

Providing feedback is a significant aspect of the goal setting theory. Feedback motivates employees to track personal progress plus commitment to particular goals. Appraisal or evaluation affords employees the chance to demonstrate how well the specific goals were accomplished (Locke & Latham, 2006:265, Robbins *et.al.* 2006:137; Lunenburg, 2011:1-5). While goals and goal setting are vital stimulators of motivation, there are other factors in the social environment that are just as vital to

influencing behaviour, which goal setting theory unfortunately neglects, thereby raising the need for other theories, such as Lawler and Vroom's Expectancy Theory.

3.4.2.2 Lawler and Vroom's Expectancy Theory

Edward Lawler and Victor Vroom's cognitive process theory of motivation called expectancy theory, stresses how individuals weigh between the effort exerted toward achievement of a task and the reward received in exchange for the effort (Robbins *et.al.* 2006:140; Lunenburg, 2011:1; Stringer *et.al.* 2011:162; Shanks, 2017:28). The effect of this theory is that an individual who perceives personal effort and performance as leading to a desired value of rewards will be motivated to work hard (Estes & Polnick, 2012:3; Ghanbarpour & Najmolhoda, 2013:3). In this way, the individual's intrinsic motivation is stirred by external factors or various rewards.

The expectancy theory advocates for the restructuring of the work environment in order to motivate employees to realise job satisfaction and attain high performance levels (Lunenburg, 2011:3-4; Estes & Polnick, 2012:3-4). Its essential argument is that individuals' intrinsic motivation gets realised wherever jobs open up and responsibilities widen and become more interesting. In addition, when extrinsic rewards such as promotions and higher wages are dependant on effective performance, they surely heighten individuals' motivation levels (Stringer *et.al.*, 2011:162-164; Estes & Polnick, 2012:3).

According to Lunenburg (2011:1-2); Stringer *et.al.* (2011:162) and Estes & Polnick (2012:4) the expectancy theory has four basic assumptions namely, that individuals will:

- Choose to work in institutions based on expectations of fulfilling personal needs, motivations and past experiences.
- Behave according to personal expectations.
- Expect different rewards from institutions such as promotion, job security and salary.
- Make choices depending on what will maximise personal gain.

With regard to this theory, individuals choose how to behave from alternatives available as well as based on expected outcomes. If an employee expects a positive outcome, for example, a reward for extra work, then that person will be motivated to work hard and achieve high performance. Conversely, if a negative outcome is foreseen, then a person will not be motivated to work hard. Consequently, the performance will be negative (Stoner, Freeman & Gilbert, 1995:456). There is a need, therefore, to emphasise the availability of internal and external motivators in an institution in order to enhance employees' morale and job satisfaction, and to realise high performance (Gagne & Deci, 2005:1; Lunenburg, 2011:3-4).

The main deficiency of both the goal-setting and expectancy theories is emphasis on individual outcomes or rewards. Both fail to recognise the importance of the outcome or service directed toward those who are on the receiving end *vis.*, society. The PSM theory emerged in order to correct precisely this shortcoming.

3.4.2.3 Perry and Wise's Public Service Motivation Theory

Different reasons motivate individuals and attract people to public sector employment. For instance, some PSM theorists argue that individuals with certain personality traits are attracted to the government environment. Conversely, others like James Perry and Lois Wise (1990) the proponents of the PSM theory, contend that public employment motivated behaviour is learned through socialisation. The socio-historical structures through which individuals are socialised namely, family, religion, education and profession shape behaviour and motivate individuals to join the public sector (Perry, 1996:12; Moynihan & Pandey, 2007:40; Perry, Brudney, Coursey & Littlepage, 2008:447-454; Vandenabeele, 2011:99-101). As was discussed in Chapter 2 (see Sub-section 2.3.2) this aspect was already analysed at some length, but some reiteration is necessary here as well albeit without restating the scholarly references over again.

Rational, normative or affective motives mostly predispose a person towards a public sector career. Those individuals who choose the public sector for rational reasons feel appropriately equipped and therefore seek to contribute to public policy making

for the benefit of society. Those motivated by normative reasons have a strong commitment to public interest and civic duty, and accordingly endeavour to ensure provision of social services to the underprivileged. As for those with affective motives, their compassion and self-sacrifice commits them to government programmes that benefit society directly (Perry & Wise, 1990:368-370).

Clearly, PSM concerns individual motives and actions directed toward serving other people in addition to shaping societal well-being. In other words, PSM is associated with the conviction that service to others is more important than monetary rewards that could otherwise accrue to an individual in competitive private sectors. Persons motivated to be employed in the public sector are presumed to be ready to exhibit selfless behaviour, and to sacrifice time and opportunity, all for the sake of serving others. Such individuals derive motivation and job satisfaction merely from bringing benefit to society.

Public institutions, regardless of their specific nature, do afford people with PSM the opportunity to realise their altruistic personal motivational desires (Vandenabeele, 2008b:1102; Jung & Rainey, 2011:49). The notion that people are motivated to work in the public sector because of altruism, a desire to serve, or a wish to have an impact on society, is a long-standing one. It is grounded in the public sector philosophy that the public sector is different from the private sector in terms of the tasks performed and behaviours expected of public employees (O'riordan, 2013:6).

In summary, process theories focus on analysing and describing a person's behaviour and the factors that stimulate it. The key aspects of these theories are:

- Altruism is a fundamental presupposition.
- Behaviour of individuals is goal directed.
- Socialisation plays a significant role in PSM development.
- Individual participation in setting institutional goals is mandatory.
- When institutional goals are congruent with personal goals and expected outcomes, motivation is inevitable.

3.5 THREE MOTIVES FOR PUBLIC SERVICE MOTIVATION

There are three motives that exist internally in individuals that stimulate PSM (Perry & Hondeghem, 2008:3-4). These motives can be viewed as psychological desires present in an individual and which the person feels the need to satisfy (Perry & Wise, 1990:368; Perry, 1996:6). As already indicated previously, the motives that individuals strive to satisfy through public sector employment are rational, normative or affective (Andersen, Pallesen & Pedersen, 2011:12-13; Kim, 2011:522). These three motives correspond with what Kim and Vandenabeele (2014:4) call instrumental, value-based, and identification respectively. Essentially, individuals choose to work in institutions that possess values, culture, characteristics and goals that are congruent with their own personal values (Vandenabeele, 2008b:1089, 1102; Coursey, Brudney, Littlepage & Perry, 2011:48; Clerkin & Cogburn, 2012:209).

Altruism and pro-social behaviour are integral parts of definitions of motives and actions that are directed toward doing good for others (Perry & Hondeghem, 2008:4-5; O'riordan, 2013:12). Of the many factors that influence work behaviour of employees, three motives stand out, namely, rational motives, normative conformity and affective bonding (Perry, 1999:479-480). These motives manifest in the following antecedents of PSM: (i) attraction to public policy making which are rational motives; (ii) commitment to the public interest and civic duty as normative motives; and (iii) compassion and self-sacrifice which are affective motives (Perry, 1997:182; Perry & Hondeghem, 2008:4; Mihalcioiu, 2011:834-835; Christensen, Stritch, Kellough & Brewer, 2015:3). Now for a detailed discussion of each of the three motives of PSM.

3.5.1 Rational motives

Rational motives focus on participation in the process of policy formulation, commitment to a public programme based on personal identification, and advocacy for a special interest (Perry & Wise, 1990:368; Perry, 1999:477; Christensen *et.al.* 2015:3). These motives have to correspond with an individual's values and beliefs derived from different orientation or socialisation processes (Perry, 1999:476-480). These instrumental or rational motives are altruistic, and are fulfilled by meaningful delivery of public service (Kim & Vandenabeele, 2014:4). These motives are further

synonymous with working in the public sector, participating in community activities as well as public policy making. Their main focus is social development directed towards the good of society.

Individuals with rational motives continuously look for the maximisation of benefits from actions undertaken; they weigh available alternative courses of action against costs and benefits, and then choose the one with more benefits and maximum value (Perry, 1999:476; Estes & Polnick, 2012:4). PSM drives behaviour that an individual considers to be serving others through meaningful participation in the formulation of public policies directed toward social equity, fairness and justice (Andersen, Heinesen & Pedersen, 2012:3).

What is more, PSM is associated with high performance, especially where the institution's priorities correspond with what the individual considers to be desirable to others and society (Andersen *et.al.* 2012:3). This confirms the person-institution fit notion, where performance is enhanced when an employee's self-concept or values match institutional goals, values and culture (Wright, 2007:60; Paarlberg & Lavigna, 2010:23). Consequently, selection and recruitment processes must consider not just their qualifications, but also whether potential employees' values are consistent with the institution's mission and vision (O'riordan, 2013:23). Where such congruence between employer and employee is actively fostered, a rationally motivated individual experiences sustained job satisfaction, institutional commitment and improved performance.

3.5.2 Normative motives

Public interest drives normative motives. Here, values such as social equity, a sense of responsibility or civic duty and devotion or loyalty toward government and community are paramount. The values, norms, beliefs and morality held by individuals inform these norm-based motives (Perry & Wise, 1990:368-369). Such values are acquired through socialisation *via* socio-historical institutions such as family, religion, education and institutions of employment (Perry, 1996:12; Vandenabeele, 2011:99-101). Normative motives influence individuals to work in the

public sector to serve public interest, and fight for social equity, fairness and justice (Davis, 2011:706; Kim & Vandenabeele, 2014:4).

As already alluded to (see Chapter 2, Sub-section 2.3.3; Chapter 3, Sub-section 3.4.2.3 and Section 3.5) various reasons motivate individuals to choose public sector employment. Among the main reasons motivating individuals to join the public sector is the desire to take up civic duty and responsibility for the service of others or public interest (Perry & Hondeghem, 2008:6). This unique sense of civic duty involves the need for social justice and equity. In other words, the intention is to improve the wellbeing of the deprived (Perry, 1996:7). These individuals view service to others as a duty and, therefore, serving the public good is more important than any rewards or benefits. Norm-based motives are grounded in the desire to pursue the common good and further the public interest and self-sacrifice (Andersen *et.al.* 2011:12-13).

3.5.3 Affective motives

Patriotism of benevolence, compassion and self-sacrifice drive affective motives, which drive commitment to a programme based on genuine conviction of its social benefit or importance. Involving emotional attachment to humanity's needs (Perry & Wise, 1990:369; Kim, 2011:2), affective or identification motives display a bond towards others that induces self-sacrifice (Kim & Vandenabeele, 2014:4). Such higher levels of altruism that stimulate compassion and self-sacrifice in motivated public employees appear to derive from a warm and positive relationship with parents in childhood (Perry, 1997:183).

To sum up, an individual's PSM is influenced by three types of motives, in relation to which the following observations are significant:

- Motives derive from values, beliefs, norms, practices and experiences acquired through socialisation *via* institutions such, as family, religion, education and profession.
- In institutions, laid down procedures, rules, norms and values shape the administrative behaviour of public employees and influence attitudes toward public service as a value proposition.

- PSM is not associated with every job. Rather, it depends on the interaction between an individual's internalised values, acquired through socialisation plus opportunities that are consistent with those values.
- The value that a person places on others and society will determine that person's choice to exert rational motives or attraction to public policy making, normative motives or commitment to public interest, and/or affective bonding which manifests as compassion or selflessness.

3.6 CONCLUSION

This chapter explored the conceptual framework as well as summarised the various theoretical perspectives of PSM. It thus provided the broader context of this study. In addition, the researcher engaged in an examination of the concepts 'motivation' and 'public service motivation'. Consequent to that examination, the chapter also discussed strengths and weaknesses of the various content and process theories of motivation, without neglecting an outline of motives for PSM, which is this study's main area of focus. The next chapter presents the study's research methodology, design and method.

CHAPTER 4: RESEARCH METHODOLOGY, DESIGN AND METHOD

4.1 INTRODUCTION

Chapter 3 discussed the conceptual framework plus theoretical perspectives of motivation and PSM. Following the clarification of what PSM is all about and where it fits into the larger structure of the study, the objective of the present chapter is to provide a research outline of how the research project unfolded. Actually, it is an extension of chapter one and it presents a road map of how the research project was conducted. The chapter begins with a discussion of the research methodology. More particularly this includes the research approach, interpretive frameworks and the philosophical assumptions. The chapter further discusses the research design and precisely, the quantitative research design. Furthermore, it deliberates on research method and in particular, highlights a case study method, research setting and unit of analysis, population and sampling, data collection instruments, data processing and analysis, literature control as well as storing and destroying of data when it is no longer needed. It also describes the measures used to establish trustworthiness of the findings and the ethical principles to protect the rights of the respondents. Finally, a synopsis of the whole chapter is provided.

4.2 RESEARCH METHODOLOGY

As shall soon become evident, the research methodology is the corner stone that stands behind any research project. It is imperative that the researcher is *au fait* with everything that goes into research practice, both the theoretical and the practical aspects thereof. Such understanding makes realistic the expectation that the researcher might find unique ways whereby to produce new knowledge (Scotland, 2012:9-10). The diverse research methodology practices that were used are analysed below.

4.2.1 Research approach

A meticulous researcher needs to reflect on the planning, configuration and implementation of his/her research in order that it may conform to the scientific demands of truth, objectivity and validity. The researcher needs to decide early on whether his/her research project is going to be explanatory, descriptive and/or

exploratory. As far as the present study is concerned, the researcher chose a mixture of all three approaches. That makes it necessary to clarify what each approach entails.

4.2.1.1 Explanatory research

Explanatory research seeks to clarify why and how a relationship exists between two or more aspects of a given problem. It is also applicable when one wishes to examine and justify a particular event or some phenomenon that requires elucidation. Explanatory research is further concerned with cause-and-effect relationships. It also endeavours to answer how and why things are as they are (Donley, 2012:12).

In addition, explanatory research applies in both qualitative and quantitative designs. Nonetheless, in both designs, researchers seek to explain and describe the meanings and other aspects of reality of given phenomena (Allwood, 2011:1426; Creswell, 2013b:110). As indicated already (see Chapter 1, Section 1.5), this research aimed to analyse PSM in addition to establishing the factors that made the Council an attractive employer to the respondents. This goal, therefore, demands more than a mere description of the phenomenon of PSM.

4.2.1.2 Descriptive research

Descriptive research applies when a researcher needs to identify and classify the elements or characteristics of a phenomenon. Statistics or numbers generally dominate descriptive studies. Description applies mainly in quantitative studies where numerical data is collected, analysed and summarised in statistical form showing the range, frequency and various other measurements of phenomena (Collis & Hussey, 2003:44). Descriptive research seeks to illustrate what already exists in a group or population. Such studies do not seek to measure the cause or effect of a variable but to merely explain or describe the situation as it exists. This is research that describes social phenomena. Descriptive studies thus provide answers to the basic questions of “who”, “what”, “when” and “where” (Donley, 2012:10; Cherry 2013:1).

Variables such as age, gender, occupation and academic qualification are indispensable for descriptive research, for any one of the three major forms of

descriptive approaches. Firstly, a researcher can use the case study method, which is one of the most utilised methods of descriptive research, including in the discipline of Public Administration itself. A case study permits a thorough contextual analysis of a restricted number of incidents and their relationships around a particular case, leading thereafter to generalised conclusions (Ahmed, 2008:6; Donley, 2012:47; Creswell, 2013b:43,290).

Secondly, a researcher has access to the ecological study method. An ecological study is an observational study in which the maximum of variables are measured at the group level. Data derived from the entire population can serve to compare phenomena between different groups during the same period. Ecological studies are also amenable to comparing phenomena between different groups within the same population, at different points (Degu and Yigzaw, 2006:27-28).

Thirdly, the researcher can use the cross-sectional study method, which is also known as a transversal study or prevalence study. This method entails the description of data collected from the entire population that provided the data and information concerning a particular situation at a specified time (Degu and Yigzaw, 2006:28; Creswell, 2013b:41-42). Descriptive studies have the advantage that they can be conducted fairly quickly and easily, thereby allowing planners and administrators to confidently allocate resources. Such studies could also provide the first important indications about possible determinants of a particular situation. Mostly, government sponsored research such as population census uses this method (Degu & Yigzaw, 2006:26-28).

In this research project, the researcher has provided descriptions of PSM levels among employees at the Council. The researcher analysed the relationships that exist between PSM and public interest, self-sacrifice and compassion, particularly, among employees at the Council. In this process, the researcher used the case study and a survey method in order to collect detailed research data and investigate how public interest, self-sacrifice and compassion affect PSM in this institution. Detailed descriptions have also been used in order to provide information concerning the

respondents such as the research setting, population and sampling, data collection instruments, data analysis, unit of analysis and interpretation.

4.2.1.3 Exploratory research

Exploratory research focuses on providing meaning of social phenomena. It goes beyond the surface, to investigate reasons and motivations for observed behaviour. In addition, it is intended to build on a descriptive study but it extends further by exploring deeper into the reasons for particular phenomena (Donley, 2012:10). Generally, it probes a topic when the variables and the theory base are unknown, as in the case of pilot or feasibility studies (Creswell, 2013b:152). According to Allwood (2011:1426) it can be either qualitative or quantitative. Moreover, it can generate a theory or test an existing theory or hypothesis. Degu and Yigzaw (2006:26) and Khan (2014:300) are of the view that an exploratory study is usually conducted on a small scale and when little is known about a problem. It takes a short duration and may include description and comparison. It is also aimed at highlighting and exploring unexplored and un-interpreted phenomena in order to understand it clearly. Sometimes exploratory research is conducted on an unknown problem in order to try and solve it and also to identify and provide future research direction.

This research project investigated the source(s) of PSM for the employees at the Council and was limited to the constructs of public interest, self-sacrifice and compassion. Interest revolved around the level to which any of these constructs influenced employees at the Council. The findings could contribute to the existing body of knowledge within the field and, in addition, to encourage future research on the subject.

4.2.2 Interpretive framework

Research approaches are usually embedded within broader interpretive frameworks. On the one hand, an interpretive framework links to a general social theory, for example, leadership theories. On the other hand, the framework may be a social justice theory looking for change or addressing social justice matters in societies (Creswell, 2013a:22-23; Creswell, 2013b:34-35). Among the interpretive frameworks

available to researchers are social constructivism, post-modernism, pragmatism, feminism and post-positivism. This study adopted the post-positivism framework, which sees the truth produced by the scientific paradigm as little more than our belief in the truth of a current tested hypothesis. It argues in essence that scientific theories cannot be proven absolutely; they can only be tentatively accepted when all attempts to refute them fail. As is stated by Scotland (2012:10) and Creswell (2013b:36-37) every scientific statement remains perpetually tentative. Hence, the research results of this study should also be regarded as tentative in nature.

4.2.2.1 Post-positivism paradigm

Post-positivism challenges the traditional positivist belief that there is absolute truth of knowledge. More particularly, it argues that there can be no absolute truth of knowledge in the study of human behaviour and actions. What matters to post-positivists are the causes that influence specific outcomes, informed by careful observation and measurement of reality as it occurs in the social world. A post-positivist study begins with a theory, collects data to test the theory, and then make necessary revisions to initial convictions and hypotheses. Subsequent additional tests are conducted to provide new or additional knowledge (Creswell, 2013b:36). This study investigated PSM levels as they exist among employees at the Council. Using a post-positivist paradigm, it sought to establish the relationship that existed between the PSM construct and the respondents' choice of the Council as an attractive employer.

Post-positivism is also closely associated with realism, which is a paradigm that contains elements of both positivism and constructivism. Realism welcomes multiple perceptions about a particular phenomenon. Therefore, post-positivism is value cognisant, which is to say, it acknowledges the existence of values of human systems or societies and researchers. Since perceptions have a certain flexibility, there are regularly differences between reality and people's perceptions of reality and social conditioning plays a vital role in this regard (Krauss, 2005:761-762). Human societies have characteristics such as rules, symbols, norms, meanings and values that distinguish them from the physical or natural world. These same features of the

human social world are hypothetical, falsifiable, challengeable and changing, thereby rendering the social world multi-layered and requiring multiple interpretations or perspectives (Creswell, 2013b:36-37). Post-positivists argue that both the natural and social sciences are comparable. They are further of the view that relationships can be established between social phenomena through theory and generation of hypotheses which could be tested using direct observation. While social science aims to determine factors responsible for specific outcomes between social phenomena, objectivity remains an important aspect of competent inquiry. Hence, issues of validity and reliability in quantitative inquiry are emphasised even if there can never be an absolute truth (Marsh & Furlong, 2002:22). In this study, the researcher took a post-positivist view and used a combination of data collection methods namely, a case study, literature review, document analysis and self-administered questionnaire. All these processes were intended to provide a logical framework, multiple perspectives for understanding the phenomenon being studied and to ensure validity of both the data and research findings (see Section 4.4).

A social science researcher is always influenced by philosophical assumptions in his/her views and study of social phenomena. The next section will be concerned with discussions of the philosophical assumptions.

4.2.3 Philosophical assumptions

Social science research rests on basic philosophical assumptions about the social world. Though not empirically verifiable, these assumptions certainly guide research choices and interpretations. Modern social science comprises various philosophical perspectives with related and specific aims, methods and designs (Haight, 2010:101; Song, Shin & Kim, 2015:215). Philosophical assumptions enable a researcher to reflect rationally and interpret phenomena logically at a methodological or meta-theoretical level, in support or rebuttal of the considered argument. At least four philosophical assumptions are cogent to the present study, and they concern epistemology, ontology, axiology, as well as methodology.

4.2.3.1 Epistemological

Epistemology derives from the Greek word for 'knowledge'. Epistemology concerns how we come to know, meaning how knowledge comes about as well as how reality gets to be known. Epistemology's close relation to ontology and methodology will shortly become evident (Krauss, 2005:758). Concerned with the nature and forms of knowledge, epistemology thus involves the way knowledge is acquired, created and communicated rather than "what it means to know" (Scotland, 2012:9). This implies that epistemology fundamentally focuses on the process of how knowledge is generated and shared, the researcher's perception of reality and how it is shared to the scientific community (Khan, 2014:300; Song, Shin & Kim, 2015:215).

Using the epistemological assumption in this study (on a quantitative level) implies that the researcher tried to get as close as possible to the respondents sampled at the Council. Hence, one-sided data was collected based on individual responses. Actually, this is how new knowledge is generated through the subjective experiences of individuals (Maree, 2013:31-32). In this way, knowledge can be seen as "hard" (positive stance) or "soft" (anti-positive stance). It was important to conduct this study in this way (in the "field") so that the researcher would be in a better position to collect first hand data and better understand the different contexts. The importance of following this methodology is confirmed by Creswell (2013a:16-20).

4.2.3.2 Ontological

Ontological assumptions are concerned with what is, or what constitutes reality (Scotland, 2012:9). However, reality is subjective, which is to say that it is dependent on the perceptions of both researchers and participants (Khan, 2014:300). Therefore, it is necessary for the researcher to follow a scientific path by selecting the correct methodology. In identifying the PSM levels at the Council the researcher has chosen to use a case study and a survey method (questionnaire). This approach ensured the idea of multiple realities, emphasising the ontological characteristics of the study which is reaffirmed by Creswell (2013a:16-20). It is anticipated that reality can be understood from an external point of view as well, meaning that mental objects (in

this case the individual respondents employed at the Council) have an objective presence (Maree, 2013:31). Evidence of multiple realities included the use of multiple forms of evidence using the responses of different respondents and representing different perspectives.

4.2.3.3 Axiological

Axiological assumptions relate to beliefs about values, morals and norms. In other words, axiology is concerned with value judgements or ethical questions. Researchers may adopt one of three axiological perspectives, namely, ethical realism, ethical relativism, or value neutrality. Ethical realism presumes that at least some ethical or moral statements are true or false independent of the dispositions, beliefs, attitudes or practices of a given individual or society. Ethical relativism argues the contrary, which is that truths pertaining to ethical and moral judgements are dependent upon individuals or cultural contexts. Value neutrality takes the middle ground by promoting the ideal that scientific enquiry should to be as undogmatic as possible (Sheehan & Johnson, 2012:151).

In its quest to produce valid and reliable results, this post-positivist study heeded the above axiological perspectives. However, since the philosophical underpinnings of either paradigm can never be proven or disproven, the researcher may only take note of the assumptions that inform his/her particular research methods (Scotland, 2012:9). Nevertheless, for this research, the researcher leaned heavily towards a value free framework. For this reason, direct contact between the researcher and respondents remained minimal during the questionnaire administration phase. The process was anonymous and confidential.

4.2.3.4 Methodological

Methodology involves a process, design or action plan that informs the particular methods used by a researcher and links said methods to the study's desired outcomes (Scotland, 2012:9). Its aim is to describe, evaluate and justify the selection and use of specific methods (Ahmed, 2008:6). The questions it seeks to answer are 'why', 'what' and 'how' of data collection and analysis. The methodological logic

employed in this study is that of interpretive frameworks, augmented by a ground-up (inductive) interrogation of the data and information collected from the respondents employed at the Council. According to Scotland (2012:9) this method is of strategic importance in a quantitative study of this kind. This implies that the methodology was not passed down entirely from a theory or from the viewpoints of the researcher.

There are three primary research designs to scientific research, namely: qualitative, mixed methods and quantitative (Donley, 2012:8; Creswell, 2013b:41). The choice of using either of the three designs, or even combining them, should be dependent upon the nature and purpose of the study to be undertaken.

4.3 RESEARCH DESIGN

Researchers need a plan to guide them *vis-à-vis* the collection, analysis and interpretation of meaningful research data (Degu & Yigzaw, 2006:25; Creswell, 2013b:31,41,295). Such a plan integrates a research project's various components into a coherent and logical unit. In the context of this study, the research design represents the right scheme and structure to systematically collect the data so that the information generated produce the appropriate research material. A quantitative design was required to understand the PSM levels of the respondents at the Council. The selected quantitative research design is elaborated on in more detail in the following section.

4.3.1 Quantitative research design

The research problem deals with the complex motivational issues concerning employees at the Council (see Chapter 1, Section 1.3). Particularly, it focuses on investigating what PSM antecedents namely, public interest, self-sacrifice and compassion, were important to employees in choosing the Council as an employer. These issues would be understood more at operational level, which require an in-depth study. In order to solve the aforementioned problem, a quantitative research design was identified to be the most appropriate to particularly, determine the PSM levels of employees at the Council, as well as formulate proposals for implementation of the findings. This conforms to the post-positivist paradigm as the interpretive framework adopted for this study, that appeals to a quantitative research design, as

well. Researchers use quantitative research designs to test existing theories by bringing statistical data to bear on the relationships between identified variables (Anderson, 2009:2).

Quantitative research uses both inductive and deductive reasoning, and findings are generalised to whole populations *via* inferences (Donley, 2012:8-9; Creswell, 2013b: 32). Due to the scale and also specific motivational experiences of employees at the Council, an inductive research strategy - a move from a more specific approach to a more general one - can be followed exclusively. Therefore, the inductive strategy (referred to as a bottom-up approach) was followed - that is from the specific to the general. Furthermore, being able to mix the strategies, techniques and instruments (research methods) offered an opportunity to the researcher to triangulate (Scotland, 2012:14, Yeasmin and Rahman, 2012:154-156, 159, Khan, 2014:300). Triangulation in this study included a: (1) Literature review. (2) Case study. (3) Document analysis. (4) Empirical research method (questionnaire). Sukamolson (2007:2) is on the mark therefore, when averring that quantitative research entails the numerical representation and manipulation of observations to provide description and explanation of certain phenomena. This also entails making inferences. The purpose of the inferential approach is to form a data base to infer characteristics or relationships of a given population.

The quantitative research design was the most appropriate method to explore the PSM levels of employees at the Council. Due to its flexibility and adaptability, this design was best suited to answer the research questions articulated in Chapter 1 (see Section 1.4) by enabling the researcher to thoroughly investigate and evaluate the PSM levels at the Council. The next section will examine the choice of research method that was used in investigating the research problem being studied.

4.4 RESEARCH METHOD

Each discipline has a proclivity towards certain methods, principles and rules that significantly shape its strategies for data collection, analysis and interpretation (Scotland, 2012:9-10; Creswell, 2013b:45). The role of these research methods is to help a researcher to collect data from diverse sources using the most appropriate

tools that may include direct observation, personal interviews, questionnaires, or focus group discussions. In service of the discipline's priorities, research objectives more or less dictate which research methods are applicable (Khan, 2014:300). The research method is further expanded upon. The role that the case study, research setting and unit of analysis, population and sampling, data collection instruments, data processing and analysis and literature control played in reaching the research objectives are highlighted as well. A discussion concerning how the data would be stored and destroyed when no longer needed is also provided.

The subsequent section outlines the case study method as used in this research project.

4.4.1 Case study method

As already indicated above (see Sub-section 4.3.1), this study adopted a quantitative research design, applying the case study method about which more now needs to be said. In order to investigate a particular occurrence in action, case studies involving real people in real situations affording an opportunity to understand ideas much clearer than abstract theories could (Ahmed, 2008:6). This method involves studying a phenomenon through single group, event or individual, located in the real world context or its natural habitat. Data collection instruments used here included interviews, observations, questionnaires, verbal reports, and records. The use of these instruments is mentioned in the work of Donley (2012:47). The case study method further allows a researcher to undertake an in-depth study of a particular phenomenon within a limited time (Creswell, 2013b:43,290). By using this method the researcher was allowed to locate research data in a relatively short period of time among the respondents at the Mazabuka Council.

The *locus* of the present research project was the Council, whose employees constituted the study's population. A structured questionnaire survey provides descriptive data which is comparatively easy to analyse (Dawson, 2002:15,22-23; Mathers, Fox & Hunn, 2007:5; Migiro & Magangi, 2011:3763). Such data enables the researcher to perform a statistical description of trends, attitudes and opinions of a given population (in this case, Council employees). The survey method is not only

best for gathering descriptive data of all kinds, it is also more cost effective than observation and experiments (Dawson, 2002:15,22-23,29-31; Creswell, 2013b:42, 201,296).

Having provided an outline of the case study method, it was then necessary to discuss the research setting and unit of analysis for the current study.

4.4.2 Research setting and unit of analysis

Once data have been gathered, the researcher then prepares for its analysis by first defining the unit of analysis. It is vital that a properly determined unit of analysis is prioritised very early on in a research project (Neuman, 2011:69). The 'who' or the 'what' that is investigated could be an individual, a group, institution or even an entire programme (Khan, 2014:304). The study's unit of analysis was the Municipal Council located in the Southern Province of the Republic of Zambia. All 174 full-time Council employees constituted the subjects of the study (see Chapter 1, Sub-section 1.6.1).

At this point the research setting and unit of analysis were understood by the researcher. There was now need to consider the population and decide on the sampling processes to be used. This was the focus of the subsequent section.

4.4.3 Population and sampling

The use of technical terminologies in research regularly hinders effective communication. This is mainly a result of different disciplines having their own unique technical terms used and understood by own scholars. Therefore, it is essential to clarify the concepts used and provide description of the selected population, deliberate on the sampling concepts and procedures precisely, in the context of this research project. Population is a theorised whole or context of common experience such as all smokers, lesbians, single mothers, vegetarians and liberals. It is a whole collection of a group with shared interests, meanings, experiences or characteristics (Hanson, 2014:862). Because it is typically impossible in certain situations, to study every member of a population, researchers select a segment of the population known as a sample. Sampling is the process of selecting parts or units of the population for purposes of studying phenomena, in order to understand the whole population

through generalisation of the findings (Degu & Yigzaw, 2006:40-43; Creswell, 2013b:204,215; Hanson, 2014:862). During the setting up of the population and establishing the sample sampling, the researcher needs to answer, among others, the following questions:

- What is the total and target population from which the sample has to be selected?
- What is the sample size and nature of the sampling process to be used?
- What is the sample size and likely sampling error?
- What sampling methods are available?

In this research project, the researcher took note of the principles outlined in the sampling process. The subsequent sections therefore, provided discussions on the total population, target population, sample and sampling, sample size and sampling error, and sampling methods.

4.4.3.1 Total population

The total population (establishment) of full-time members of staff at the time of this study at the Council was 174 (see Chapter 1, Sub-section 1.6.1) comprising one Town Clerk (chief executive officer), 4 directors, and 169 other staff in various positions such as administrative assistants, council police officers, messengers, social welfare officers, planners and accounting staff (Chibale 2009:4; Republic of Zambia, Mazabuka Municipal Council Establishment Report, 2012:2-6).

4.4.3.2 Target population

The target population for this research project was 174 full-time employees of the already mentioned Council (see Sub-section 4.4.3.1). This study did not use a sample. Instead, the whole population of full-time employees was used (see Chapter 1, Sub-section 1.6.1). The population size (174) was small and manageable. In addition, use of the whole population was necessary for purposes of ensuring statistical validity.

4.4.3.3 Sample and sampling

Sampling designs comprise two major components. The first sampling scheme denotes the explicit strategies used to select units of study which maybe individuals, groups, events or settings. There are two main sampling schemes: random sampling, which is probabilistic sampling, and non-random sampling, which is non-probabilistic sampling. The second sampling design component is the size of the sample itself, or the number of units that the researcher needs to be confident of his/her findings (Migiro & Magangi, 2011:3760). The researcher needs to be confident that his/her sample is unbiased, and so he/she must be able to show that sampling happened without human interference. A sampling fraction is determined and thereafter the selection of the whole sample ensues at regular intervals from the sampling frame (Degu & Yigzaw, 2006:42-43; Mathers *et.al.* 2007:11-12; Creswell, 2013b:204). The characteristics of the population, the types of data needed, the selected sample's representativeness of the population, and the relevance of the data to be collected (Khan, 2014:305-306) all influence the sampling process. However, the present study did not require use of a sample but the whole population of employees at the Council.

4.4.3.4 Sample size and sampling error

Authentic results in a study are dependent upon selection of the appropriate size of a sample. Sample size defines the number of units selected for a particular study while, also considering the type of research thus qualitative or quantitative (Migiro and Magangi, 2011:3760; Khan, 2014:305-306). The main criteria to consider when sampling are the characteristics of the population, types of data needed and accuracy, representativeness and relevance. It is not about how small or large the sample is (Khan, 2014:305-306). A sampling error is simply a statistical error. This error occurs due to non-responsiveness of a selected sample in a given study. It may result from among others selection of a small or unrepresentative sample, lack of knowledge of the unit of analysis and use of a wrong sampling frame (Koopman, Howe, Hollenbeck and Sin, 2015:194,199). Nonetheless, control of sampling errors can be achieved through careful use of sample designs, correct sampling frames and use of large and representative samples. In the current study, the researcher did not

use a sample but the entire population as it was small and manageable. This was necessary to avoid bias and ensure statistical validity (see Sub-section 4.4.3.2).

4.4.3.5 Sampling methods

Several sampling methods are available to the researcher, including quota, purposive, simple random, probability, systematic, stratified, and cluster sampling methods. Since it is not possible to study everyone in the population, sampling decisions should consider not only people and events, but also settings and processes. Both the purpose of the study and its research questions need to guide the sampling process (Khan, 2014:305). There was no need to use a sample in this study since the population was small and manageable. The whole population of 174 was included in the study (see Sub-sections 4.4.4.1-4.4.4.3).

The population and sampling procedures were clarified. At this point the researcher needed to answer the question, 'How will the data be collected'. The subsequent section provided methods used for data collection in this study.

4.4.4 Data collection instruments

Data collection instruments represent the research instruments that a researcher can use to collect data to answer the research questions. A researcher has access to various data collection instruments depending on the type of research at hand. For example, questionnaires can have open-ended or closed-ended questions, but researchers may also use interviews, observation, focus groups, and document analysis (Migiro & Magangi, 2011:3760). In the present exploration of PSM levels of Council employees, a literature review, document analysis and structured questionnaires proved to be preferable instruments. These instruments are preferred because together they allow the researcher to validate the data through cross verification of data from different sources. Social scientists refer to this technique as triangulation (Scotland, 2012:14; Yeasmin & Rahman, 2012:154-156,159). Triangulation was preferred to authenticate the results of this study. Through triangulation, a researcher uses a combination of different data collection methods in a single study in order to supplement data sets and achieve validity of the findings

(Migiro and Magangi, 2011:3759). In this research project, different methods namely a case study, literature review, document analysis and self-administered questionnaires were used. By using this technique data was collected from multiple sources and this improved its validity and reliability. Furthermore, triangulation enabled complimentary of strengths in the methods, and compensation for weaknesses in any one of them (Scotland, 2012:14; Yeasmin and Rahman, 2012:154-156, 159; Khan, 2014: 300 Migiro and Magangi, 2011:3759). In this study, triangulation enabled the researcher to have multiple perspectives in studying and understanding the PSM levels of employees at the Council (see Sub-sections 4.4.4.1-4.4.4.3).

4.4.4.1 Literature review

As was already described in Chapter 2 literature reviews are performed by and large to describe the associated literature in an area of investigation and to disclose current research in a broader field thereof. More specifically, literature reviews uncover and describe relevant theories, model, methods and approaches which concern a particular topic (Pollitt 2016:68,72). As discussed in Chapter 2, a literature review is an important part of the research process, one that makes a valuable contribution to every step in the study. A literature review also helps to link a researcher's study to the specific existing body of knowledge (Creswell, 2013b:57-60). The researcher asked the following questions in order to guide the literature review process: What does the current literature in general reflect about PSM? In what context (historical, geographical, social, and intellectual) is most of the literature located? What are the most recent findings in the field of PSM? What gaps exist among these findings? What new research questions do recent findings suggest? What are the specific theories, models, approaches and/or issues in the literature concerning PSM? What methodological approaches are applicable to PSM? In sum, the literature review helps bring clarity and create clarity of focus to a specific problem. A document analysis was employed as another instrument of data collection.

4.4.4.2 Document analysis

Basically, a document analysis helps the researcher to be acquainted with available knowledge in a selected area of study. Documentary sources are easily accessible and available in large volumes at a relatively low cost (Dawson, 2002:41-46; Creswell, 2013b:78-79). However, the collection of documents is not always straightforward as the investigation process and the exploration for evidence may indeed require considerable effort. In addition, research using documentary sources has to be concerned with the validity and reliability of the data collected from these sources. To minimise errors, there is a need to validate and ascertain the sources (Creswell, 2013b:79,139). For this study, documentary sources offered an understanding and gave a broader view of the Council, its culture, its operations, in addition to its role with respect to society. Among the documents consulted in addition to the reviewed scholarly literature were statutes, historical documents, unpublished dissertations and theses, research reports, speeches by government officials, the official strategic plans of the Council, as well as the internet. All these documents provided valuable insights into the field of PSM and/or into the dynamics at play at the Council. The structured questionnaire was used as the main instrument of data collection in the study and will be described in the following parts.

4.4.4.3 Questionnaire

Questionnaires as quantitative data collection instruments generally comprise of three types of questions: closed-ended, open-ended and a combination of both types (Dawson, 2002:30-31). When using questionnaires, there is reliance on the probability theory to test hypotheses that correspond to the research questions of interest (Conrad & Serlin, 2011:7). In order to achieve the aim and objectives of this research project, a structured, self-administered questionnaire with closed-ended questions was used (see Appendix H).

The use of a structured questionnaire has a number of advantages. Firstly, it is efficient in collecting survey information from large samples. Secondly, it is easily administered and data collected is comparatively easy to analyse. This is because through a questionnaire, frequencies of responses amenable to statistical processing

and analysis can be conveniently generated (Saunders, Lewis & Thornhill, 2012:316). Thirdly, through structured questionnaires, factual or objective data is collected since the researcher is detached from respondents. Finally, questionnaires can be used in combination with other methods for data collection (Gerald, 2010:129-132).

Structured questionnaires also have disadvantages. Firstly, it is not flexible but restrictive, with a limited number of questions and answers. Therefore, it does not afford the researcher an opportunity to probe further on answers provided; even respondents are restricted in terms of the answers they may provide. Secondly, a structured questionnaire does not provide the respondents space to seek clarification on issues about which they may not be clear (Dawson, 2002:31,88; Creswell, 2013b:43). It was important at this point to consider how the questionnaire for this study had been designed and this is outlined below.

Designing and administering of questionnaire

A well-designed questionnaire is vital to any empirical study. It ensures that relevant data is collected, increases the trustworthiness (validity and reliability) of the measuring instrument, enhances survey response rates, and makes the processing, analysis and interpretation of data a straightforward affair (Howitt & Cramer, 2005:80; Fincham, 2008:1-2; Saunders *et.al.* 2012:316; Khan, 2014:306). Design, purpose, type of questionnaire, questions appearance and layout, permission to conduct research, letter of introduction, instructions to complete questionnaire, structure of questionnaire, piloting and administering of the questionnaire, all are critical aspects of a questionnaire. The subsequent sections dealt with all these characteristics that are outlined.

- **Design**

A questionnaire that is fit for purpose is aligned to the research study's objectives and reflects the structure of the research framework (Conrad & Serlin, 2011:5; Migiro & Magangi, 2011:3758-3759; Khan, 2014:298-299). This is important because the design of the questionnaire influences how respondents answer its questions. Two goals inform questionnaire design; first, to maximise the response rate, and secondly,

to obtain accurate and relevant information (Ihantola & Kihn, 2011:43,49). According to Richardson (2005:409) and Fincham (2008:1), a response rate of approximately 60% should be the goal of researchers and is considered as feasible, appropriate and acceptable. The above considerations influenced the designing of this study's questionnaire as presented below.

- **Purpose of the questionnaire**

The structured questionnaire sought to collect primary data (facts and opinions) around PSM levels of employees at the Council.

- **Type of questionnaire**

Questionnaires can be snail-mailed or administered telephonically or electronically; the traditional mode of deliver is in person by hand (Dawson, 2002:87; Mathers *et.al.* 2007:9). In this study, the researcher used a survey questionnaire with the questions that were all closed-ended, therefore restricting the number of acceptable responses for each question to only one. Furthermore, in this study, the researcher personally distributed and collected the questionnaires, with the help of both the Council Town Clerk and Mayor's Offices. Once received, the researcher checked questionnaires for completeness. The period for distribution and collection of questionnaires was fourteen (14) days.

- **Questions appearance and layout**

How a questionnaire looks is important. It should be well organised and orderly, beginning with the cover page and clear instructions to the respondent. The pages of the questionnaire and questions used in this study were clearly numbered, and the questionnaire was typed using a clear font size to facilitate readability. In addition to physical presentation, the researcher ensured that the questions flowed in a logical manner. The language used in the construction of the questionnaire is non-technical English; this meant avoiding jargon, words with more than one possible meaning, technical terms, negative and double-barrelled questions. Use of correct words in constructing questions is very critical (Dawson, 2002:89; Mathers *et.al.* 2007:24).

A Likert scale seemed best suited for this study's close-ended questions. The Likert scale comprised five possible responses ranging from "strongly disagree", "disagree", "neutral", "agree", "strongly agree". This five point scale is useful in measuring social attitudes, emotions, moods and personality traits (Howitt & Cramer, 2005:31-33; Mathers *et.al.* 2007:27-28; Brown, 2011:11-13; Croasmun & Ostrom, 2011:19-20; Song, Shin & Kim, 2015:218).

- **Permission to conduct research**

It is always necessary for a researcher to obtain permission to conduct any form of research involving human beings (Dawson, 2002:79-82; Creswell, 2013:132). In this study, the researcher made a written request to the Mazabuka Municipal Council management to conduct a study among their members of staff (see Appendix A). Thereafter, approval was granted to the researcher to conduct this research among employees by the Council management (See Appendix B). In addition, the researcher applied for and was granted ethical clearance from the Department of Public Administration and Management Research Ethics Review Committee at the University of South Africa (UNISA) to conduct the study (see Appendix C). It is also noteworthy that the researcher made a request to use the PSM Measurement Scale (as the questionnaire) and was granted permission by Professor James L. Perry (see Appendix D). Furthermore, all the data collection tools used in this study were subjected to approval by the researcher's supervisors at UNISA.

- **Letter of introduction to respondents and consent form**

An introductory letter placed as the cover of the self-administered questionnaire explained the aim and objectives of the study to the respondents (see Appendix E). This was intended to make sure that the respondents understand the nature and overall context of the research. The letter clearly indicated to the respondents that the Council management had given its consent and written approval for the research project to take place within the institution (see Appendix B). In addition, the researcher assured respondents that their participation in the study was anonymous and their inputs confidential. Furthermore, respondents' participation was purely

voluntary, and they could withdraw at any time without having to give any reason. Respect for all participants was also emphasised throughout the process (see Appendixes E, F and G). It is noteworthy that the researcher sought consent from the respondents prior to completing the questionnaire. A consent declaration form was attached to the questionnaire for this purpose (see Appendix F).

- **Instructions to complete the questionnaire**

Clear guidance helps respondents regarding how to answer the questions. Lucid instructions appear on the cover page of the questionnaire detailing the purpose of the study and requesting the respondents to assist by completing the questionnaire (see Appendix G). Also clearly stated is the fact that respondents are not required to disclose their identity and that they have the right to withdraw from participation at any point.

- **Structure of the questionnaire**

The questionnaire consisted of two sections, each made up of a number of questions that were in conformity with the objectives of the study (see Chapter 1, Section 1.5). All the questions in the questionnaire were closed-ended, and only a single response was acceptable for each question. The questionnaire was structured as follows:

- Section I: Social Demographic characteristics. This part collected demographic information of the respondents and in particular, gender, age, levels of education and employee category. This was important, because the information featured as variables during data analysis, interpretation and presentation of findings in Chapter 5.
- Section II: PSM measurement scale. This section sought to establish the extent to which Council employees were motivated by: (A) Public interest; (B) Self-sacrifice; and (C) Compassion, in choosing the Council as employer. A five point Likert scale comprising responses ranging as: “*strongly disagree*”, “*disagree*”, “*neutral*”, “*agree*”, “*strongly agree*” was used in this section (see Appendix H).

- **Piloting the questionnaire**

It is important that questionnaires be pilot-tested ahead of the actual investigation. A pilot study is a small-scale study performed in order to assess suitability and

effectiveness of measuring instruments, for example how the questionnaire is designed or how long it takes to complete it. Pilot study participants do not form part of the final sample (Ihantola & Kihn, 2011:43-45; Creswell, 2013b:207). Following a pilot study, the researcher can refine the design as well as contents of the questionnaire.

One of the feedback comments received during the pilot phase concerned the ranks of members of staff. The original questionnaire design left it to respondents to indicate the positions they occupied in the Council. However, concerns emerged that this would reveal their identity. The researcher then effected the necessary revision such that the respondents needed only to choose from a list of categories the one which applied to them. Besides piloting it among Council employees, the instrument was also subjected to analysis by the researcher's supervisors at the University of South Africa, whose expert inputs led to further amendments to the instrument. Thus, the researcher could eliminate questions that would erode confidentiality, ascertained how long it would take respondents to complete the questionnaire, and clarified questionnaire instructions as well as improved the quality of the questions themselves.

- **Administering the questionnaire**

Prior to administering the questionnaire, the researcher sought permission to conduct the study from Council management, which was duly granted (see Appendixes A, B). Likewise, informed consent was sought from and given by the respondents (see Appendix F). Respondents had ten days to complete the questionnaires, after which the researcher collected the questionnaires.

The data that was collected had to be processed and analysed in order to be understood by the reader. This is the focus of the subsequent section.

4.4.5 Data processing and analysis

Analysis and preparation of results entail the final step after conducting a research project, just before the study's conclusion (Rajasekar, Philominathan & Chinnathambi, 2013:32-33). Gathered data are irrelevant unless they are structured

and coded for proper analysis. The aim of processing and analysing the data is to understand the different relationships that exist between constructs or variables, and to establish any identifiable patterns (Mathers *et.al.* 2007:34). Predictions, results and conclusion comprise the ultimate goals of any research project, and they emerge out of concrete results of the study. At this point, a researcher analyses cause and effect, draws inferences and conclusions from the actual research work, and pays attention to minute details embedded in the data (Creswell, 2013b:210).

Interpretation of the research results linked the current study to previous ones, pointed to future research areas, opened new avenues of intellectual adventure and thus stimulated the quest for more knowledge, and helped others appreciate the significance of the research findings. A professional statistician assisted the researcher with the coding and analysis of the results (responses of the respondents – employees at the Mazabuka Municipal Council), through use of the statistical package for social scientists software (SPSS). Coding and analysis of the research data enabled the researcher to discover features that are important and that might have otherwise gone unobserved. The process of coding brought up important variables relating to PSM levels of employees. According to Mathers *et.al* (2007:34) the statistical analysis of research data is of key importance and usually follows the coding process. Hence, the researcher was tasked to do coding as well.

It is necessary for a researcher to adhere to the need for literature control as part of the study process in order to ensure validity and reliability of both the data and findings. The subsequent section shows how this was handled during this study.

4.4.6 Literature control

In order to validate both the data and findings of an empirical study, a researcher needs to consider measures for literature control. This may include among others, the use of multiple methods for data collection that enables a researcher to study phenomena from different stand points. It also helps to compare and contrast the findings from existing literature with those from an empirical study being undertaken. Similarly, researchers need to take measures to ensure trustworthiness of research results as well as adhere to ethical matters (Mabuda, 2008:21-25). During this study

a combination of data collection methods was used thus, a literature review was conducted, various documents were analysed and an empirical study was conducted using a closed-ended self-administered questionnaire (see Sub-section 4.4.4). As observed by Dawson (2002:41-46) and Creswell (2013:78-79) this is important in order to help the researcher to be acquainted with available knowledge on a selected topic of study. It is also necessary to consider existing theories and being able to place the findings within the existing body of knowledge. This is an integral part underpinning the entire research process.

Therefore, a literature study conducted in Chapter 2 helped the researcher to answer some of the research questions raised in Chapter 1 (see Section 1.4). Furthermore, it helped to see how the current study's findings (See Chapter 5) compare with those of other researchers and fit into the existing body of knowledge on PSM. Similarly, in Chapter 3, the conceptual framework and theoretical perspectives on PSM provided control and supported the empirical findings in Chapter 5. In addition, the questions (see Chapter 1, Section 1.4) that were not addressed through Chapters 2 and 3 were answered through the use of the case study and a survey method and in particular, a closed-ended self-administered questionnaire (see Sub-sections, 4.4.1, 4.4.4.3). Moreover, the data analysis considered the Cronbach's Alpha Co-efficiency to determine the validity and reliability of findings (See Chapter 5, Sub-sections 5.4.1-5.4.3) as well as the Analysis of Variance (ANOVA) to determine mean differences among groups of respondents with different demographic characteristics (See Chapter 5, Sub-section 5.4.4). This demonstrated that there was literature control through-out the process of this study to ensure reliability and validity of the results.

It is important to take measures to ensure security of data collected during research and ensure correct disposal once it is no longer needed. The subsequent section outlines how this was dealt with.

4.4.7 Storing and destroying of data

The data collected for purposes of this research project will be kept safely in a lockable cabinet in the researcher's office/study room. In the same way, all computer hard drives and flash discs used for purposes of this study will be secured in the

same locked cabinet. Soft copies of information saved on the laptop will be protected by means of a password known only to the researcher. Only the researcher will have access to the data, which will be kept for five years after which it will be destroyed. Everyone else may access the data via this dissertation and/or any publication (s) that may result from it.

In an empirical research, matters of trustworthiness of findings as well as acceptability by the academic community are of great importance. Demonstrating how these aspects were dealt with was the focus of the next section.

4.5 ESTABLISHING TRUSTWORTHINESS

Scientific procedures and methodologies ensure, *inter alia*, that research results are acceptable as trustworthy, suitable for use, and able to be integrated into the existing body of knowledge. Certain criteria are applicable if a researcher is serious about attaining trustworthiness; they relate to credibility, transferability, dependability and confirmability.

4.5.1 Credibility

Credibility concerns the extent to which a set of variables are consistent with what is being measured. Here, investigators endeavour to establish that a true feature of the phenomenon under investigation is being obtained. The validity of the tools of measurement used in this particular research project is what is being considered. The main concern therefore, is about whether the findings in this particular investigation make sense and can be believed (Glogowska, 2011:258-259).

Threats to credibility include, firstly, a lack of clear and standard instructions that could lead to misinterpretation or different interpretations of concepts in a data collection instrument. Secondly, failure to provide all alternative responses to questions. Thirdly, failure to pre-test the questionnaire (Ihantola & Kihn, 2011:43). The present investigation's credibility was enhanced by means of: (i) Integrity of referential adequacy and integrity of data collection instruments. (ii) Scientific methodologies which included the logical arrangement of questions in the questionnaire and provision of clear instructions. (iii) Provision of a comprehensive list of alternative responses to

the research questions. (iv) Provision of clear standardised instructions regarding completion of the questionnaire.

4.5.2 Transferability

Transferability concerns the extent to which findings of an investigation conducted in one setting can be generalised to other contextually similar settings. Furthermore, within quantitative research, concern is with the extent to which general conclusions can be drawn from both the model used and data collected. A researcher should be concerned with whether the findings are relevant to other settings with similar conditions, as well as whether the study results from a selected sample can be generalised or applied across the wider population (Glogowska, 2011:258-259; Ihtola & Kihn, 2011:42-43).

In order to ensure generalisability and transferability of the findings, this study used the quantitative research design. The target population were members of staff of the Mazabuka Municipal Council only. The total population of full-time employees at the time of the study was 174 (Chibale 2009:4; Republic of Zambia, Mazabuka Municipal Council Establishment Report, 2012:2-6). The whole population of 174 employees at the Council were invited to participate in this research project, since it was small and manageable (see Sub-sections 4.4.3.1, 4.4.3.2). This helped to avoid bias and ensure statistical validity and reliability. In this case, inferences were easily drawn from the findings since the population was drawn from the same environmental setting and had similar characteristics.

4.5.2.1 Validity and reliability

In addition, for purposes of increasing scale reliability and validity the researcher took the following steps:

- The researcher made a request and was granted permission by Professor James L. Perry (see Appendix D) to use the PSM measurement Scale (questionnaire). The questionnaire in this case is a data collection instrument tested and used by different scholars overtime. Its reliability and validity has been proved.
- The questionnaire has been pre-tested and subjected to the researcher's supervisors at UNISA for expert validation and approval (see Sub-section 4.4.4.3).

- In line with expert comments and advice provided by the supervisors, the researcher modified the instruments to make it suitable for this study (see Sub-section 4.4.4.3).
- Data was collected using a questionnaire with closed-ended questions (Likert scale) while, analysis was conducted using the Statistical Package for Social Sciences (see Section 4.7).
- Statistical and reliability tests were conducted in order to validate results from the questionnaire. Internal consistence was estimated using reliability co-efficient called Cronbach's alpha. The closer Cronbach's alpha co-efficiency is to 1.0, the greater the internal consistency to the items in the scale would be. However, a Cronbach's alpha above 0.6 was seen as acceptable for reliability (see Chapter 5, Section 5.4). The researcher also used the ANOVA technique to assess differences between the categories of the demographic variables for the different constructs. The technique was appropriate to investigate whether or not groups differ in terms of their attitudes toward public interest, self-sacrifice and compassion; measured as a total score of a number of five point Likert-scale items (see Chapter 5, Sub-section 5.4.4).

4.5.3 Dependability

Dependability defines consistency in research results. The question here is whether the findings and conclusions of a particular research project would be similar if the research were to be repeated by another researcher. To guarantee the dependability of findings, a researcher should carefully document all processes followed in conducting a particular research project. Records on how data was collected, analysed and interpreted advocate for the dependability of results (Ihantola & Kihn, 2011:43-44) by affording other researchers interested in this type of research a fair chance of replicating it.

The processes which were followed in conducting this research project were clearly outlined and documented. This will provide insight to other researchers interested in this type of research to examine how the project was conducted and conclusions drawn.

4.5.4 Confirmability

Confirmability is about the extent to which an investigation was transparent or objective. It is concerned with how transparent the process and environment was in which a research was conducted (Glogowska, 2011:259). Ensuring transparency meant obtaining approval from Council management to conduct the research study (see Appendix B), applying for ethical clearance from the UNISA Research review Ethics Committee (see Appendix C), and subjecting data collection tools to approval by the researcher's supervisors at UNISA. Furthermore, the researcher expects to publish study results in an accredited subject-related academic journal. Moreover, trustworthiness is also supplemented by conforming with the ethical requirements which directs research. These aspects are covered in the following section.

4.6 ETHICAL CONSIDERATIONS

Ethical considerations are an important aspect of the research process. Social science research data is collected from human beings, therefore certain measures must be in place to safeguard the rights of those human subjects (Dawson, 2002:146-147,150-155). As far as this research project was concerned, all the necessary measures in undertaking such a research were applied (see Sub-section 4.4.4.3).

In addition, the following ethical principles were paramount in the researcher's mind: disclosure, voluntary participation and harmlessness to respondents, confidentiality, and professionalism.

4.6.1 Disclosure

It is a requirement to tell all participants the truth about the aims and objectives of a research project and to withhold no pertinent information. Participants may only decide whether to participate once they fully appreciate what the study is about; that is at the heart of the concept 'informed consent' (Gerald, 2010:16-18; Creswell, 2013b:132-138).

The researcher complied with this rule by adhering to all the processes outline above, namely: (i) Seeking and obtaining permission from the Council management to conduct this research in their institution. (ii) Obtaining approval from the Department of Public Administration and Management Research Ethics Review Committee of UNISA to

conduct the study. (iii) Making a full disclosure of the aim and objectives of the project and obtaining informed consent from selected respondents (See Sub-section 4.4.4.3).

4.6.2 Voluntary participation and harmlessness to respondents

A researcher needs to be sensitive to and respect the privacy of respondents at all times. Participation in any form of research must be voluntary, and participants must be made aware of their rights. A researcher should obtain signed informed consent statements from participants (Khan, 2014:307). All these precepts were observed in this study, along with the privacy of participants, and norms and chatters of indigenous cultures. During presentation of the study's findings, the researcher ought to avoid disclosing information that could prove harmful to participants (Creswell, 2013b:136-139).

In this project, the researcher conformed with the requirements outlined in section 4.6, by among others, informing respondents that their participation was voluntary. Respondents were also informed of the right to withdraw their participation at any point in time without any adverse consequences. These were provided in the introductory letter/participant information sheet and also in the instructions to respondents on the covering page of the questionnaire (see Appendixes E and G). Respondents had to sign informed consent forms prior to taking part in the study (see Appendix F). In addition, the researcher avoided questions that may have infringed on the rights to privacy of the respondents such as those related to race, religion or creed. There was no expected harm to respondents of any kind during the process of this research project.

4.6.3 Confidentiality

Researchers bear the burden of ensuring that all information obtained from respondents remains confidential and used only for the purposes indicated to participants before their participation commenced (Creswell, 2013b:137-138). Assurance of confidentiality inspires respondents to provide truthful responses. Nothing in the questionnaires could link responses to the identities of any respondents. Moreover, the researcher collected completed questionnaires in person, and data reporting is aggregated rather than individualised.

Additionally, the University's research ethics review application form insisted on the following ethical considerations:

- Computer-based records to be available only to the researcher by means of the use of access privileges and passwords.
- Personal identifiers ought to be removed from research-related information.
- Data to be destroyed when it is no longer of functional value; after five years.
- Findings from the final research report be published as an article.

The researcher adhered to the general research ethics and all the requirements by the university ethical committee (see Appendix C). Moreover, respondents were encouraged to provide truthful responses by guaranteeing confidentiality of information provided. Similarly, the self-administered questionnaires that were used were not numbered in order to conceal the identities of respondents. The completed questionnaires were collected by the researcher in person after completion. In addition, the survey data were aggregated rather than reported individually.

Furthermore, the following ethical considerations were adhered to, in relation to the University's research ethics review application form:

- Computer-based records were only available to the project researcher and statistician through the use of access privileges and passwords. Additionally, a confidentiality agreement was signed between the researcher and statistician (see Appendix I).
- Personal identifiers were removed from research-related information.
- Data will be destroyed when it is no longer of functional value; after five years.
- The final manuscript will be published as an article.

4.6.4 Professionalism

Professional researchers respect research participants, pursue objectivity, avoid bias and blatant emotions, suspend personal interests or beliefs, shun deception of participants, pursue mutual trust, and avoid plagiarism and fabrications (Creswell, 2013b:139). During the whole research process, professionalism was adhered to as

outlined in section 4.6 above and also (see Appendixes A-J). Additionally, findings of this study will be presented to UNISA through the researcher's supervisors and will be open for use by interested researchers.

4.7 CONCLUSION

This chapter provided a road map of how the research project was conducted. It begun with a discussion of the research methodology, particularly, the research approach, interpretive frameworks and the philosophical assumptions. Research design and research methods were discussed next, with attention paid to methodological aspects, case study method, research setting and unit of analysis, population and sampling, and data collection instruments, data processing and analysis, literature control and storing and destroying of data. For this project, a quantitative research design was most suitable. Following the post-positivism paradigm, three data collection instruments were selected, namely, literature review, document analysis, as well as structured, self-administered questionnaires. The whole population of employees at the Council was considered for the study and therefore, there was no need for sampling. Criteria for establishing the trustworthiness of findings in a quantitative investigation, namely, credibility, transferability, dependability and confirmability were explored. Finally, the ethical rules this project adhered to in order to protect the rights of the respondents received due attention, namely, considerations around disclosure, voluntary participation and harmlessness to respondents, confidentiality, and professionalism.

The next chapter involves the actual data analysis and the presentation of the study's findings arising out of the self-administered questionnaires.

CHAPTER 5: ANALYSIS AND INTERPRETATION OF RESEARCH DATA

5.1. INTRODUCTION

Chapter 4 focused on the research methodology, design and method. It highlighted, *inter alia*, the research approach, paradigmatic perspective and philosophical assumptions. Furthermore, the process of establishing trustworthiness of the research results and the ethical considerations were discussed. As indicated in the previous chapter, a quantitative research design was preferable for conducting this empirical study, and a structured self-administered questionnaire was the main data collection instrument. The literature review and document analysis conducted in Chapter 2 plus a conceptual framework and theoretical perspectives provided in Chapter 3 all laid a solid foundation for Chapter 4's discussion.

Any empirical study project ought to identify a particular research problem, analyse available primary data, interpret data results, and classify the information so that logical predictions and conclusions related to the theme and objectives of the study can emerge (Rajasekar, Philominathan & Chinnathambi 2013:32-33). The objective of the current chapter is to analyse, interpret and present the study's empirical findings in a systematic, analytical and logical fashion. Analysis of the findings is guided by the aim and objectives of the study which were presented in Chapter 1 (see Section 1.5). With the overall aim of establishing the levels of PSM of the employees of the Mazabuka Municipal Council, the study also sought, among other things, to determine the variations in the levels of PSM with different demographic characteristics.

The content of this chapter is divided into two parts. The first part involves a descriptive analysis of the response rates and also reflects on the demographic profiles of all the respondents. This was done to ensure that the respondents included in the study population were normally distributed in terms of, at the very least, their gender, age and education level. The second part entails the analysis and interpretation of the data collected *via* the self-administered questionnaire. The Cronbach's alpha test was used to ensure reliability. This study mainly reflects on descriptive statistics and does not necessarily include inferential statistics as the results are sufficient to contribute to the

body of knowledge in the field. But first, it is important to establish whether the response rate was adequate enough to ensure both validity and reliability of the findings.

5.2. RESPONSE RATE

As already indicated (see Chapter 4, Section 4.4.4.3), the main instrument used for the collection of data was a questionnaire. The questionnaire was distributed to all the 174 individual employees of the Mazabuka Municipal Council. Considering that the target population was relatively small and manageable, the researcher targeted the entire population of 174 employed at the Council (see Chapter 1, Sub-section 1.6.1; Chapter 4, Sub-section 4.4.3.2). This approach was followed to make certain the validity and reliability of results are increased.

In order to enable the reader to understand the interpretation of the analysed data, the letter 'n' was used in this study to represent the actual number (absolute figure) of respondents in relation to the total number per category or overall number of research participants. Tables, charts and descriptions were used to interpret the results. These numerical figures (n) are thereafter also presented as percentages. Out of the 174 questionnaires distributed, 150 questionnaires were successfully completed and handed back to the researcher, representing 86.2% response rate. As indicated in Chapter 4 (see Sub-section 4.4.4.3), this response rate was considered adequate and acceptable to provide reliable and valid research results. Richardson (2005:409) and Fincham (2008:1) are of the view that 60% could be regarded as an acceptable response rate for any kind of scientific study. The remaining 13.8% (n=24) employees never responded to the questionnaires even after several reminders by the researcher. Said reminders were made in person by the researcher as well as *via* phone calls to prospective respondents; these efforts did not yield any positive results.

The next section considers the demographic profiles of the respondents that participated in this research project.

5.3 DEMOGRAPHIC PROFILES OF RESPONDENTS

The literature shows that demographic characteristics such as gender, age, education levels and hierarchy order or employee group should be taken into consideration during the interpretation of data relating to PSM in the workplace, and more particularly at the Council (Vakola, Tsaonsis & Nikolau 2004:88,99-103; Yun, Kim, Jung & Borhanian 2013:787-802). For this reason, the demographic data of the respondents was documented and included the respondents' gender distribution, age distribution, education levels and employee group distribution.

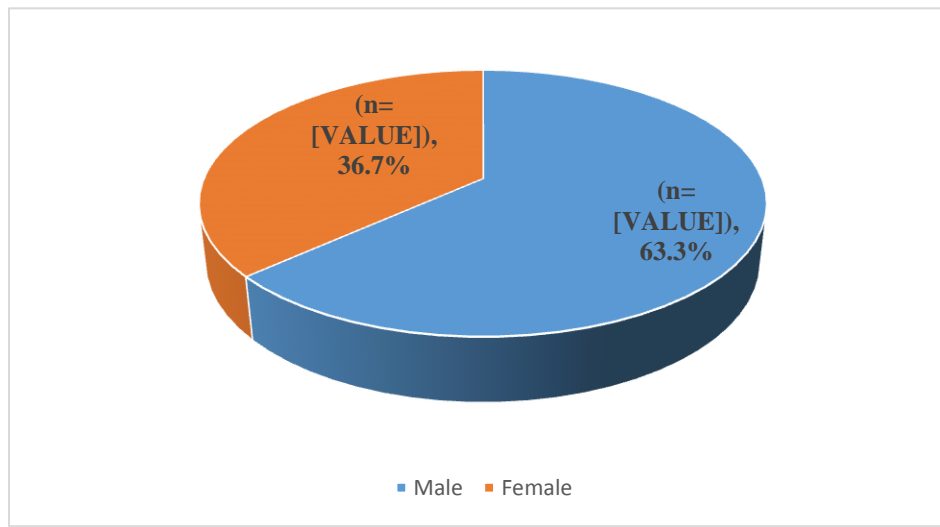
Demographic data was necessary in this study for purposes of answering the specific research questions regarding the PSM levels of respondents. This approach was followed since a quantitative research design should not be viewed separately from the demographic characteristics of the target population (Scotland 2012:13; Creswell 2013b:174, 190-191; Khan 2014:302).

5.3.1 Gender

A positive relationship is shown in Chapter 2 (see Sub-section 2.3.5.3) to exist between an individual's gender and PSM level. An individual's gender is also indicated as an important determinant of public sector career preference (Perry, Brudney, Coursey & Littlepage 2008:453; Syamsir 2014:1; Christensen, Stritch, Kellough & Brewer 2015:1, 20; Bright 2016b:405). Christensen *et.al* (2015:1,20) indicated that females tend to have high PSM levels. However, Perry *et.al* (2008:453) showed that men were more likely to volunteer for public service than women.

Gender will be used to establish the PSM levels between male and female respondents in Section 5.4. The distribution of percentages concerning the gender of respondents (in relation to the management position) can be seen in Figure 5.1 below, where 63.3% (n=95) of the respondents were male while 36.7% (n=55) were female. Thus, in terms of gender, the distribution was balanced towards the male respondents.

Figure 5.1: Gender distribution



Source: Field results/SPSS output

Further breakdown of the gender distribution revealed the following: In the top management level, gender distribution was divided equally, with 50% ($n=2$) male and 50% ($n=2$) female. At middle management, 52.4% ($n=11$) of the respondents were male while 47.6% ($n=10$) were female. Among the junior management respondents 57.6% ($n=19$) were male while 42.4% ($n=14$) were female. Among the operational staff, 68.6% ($n=59$) were male respondents and 31.4% ($n=27$) were female. In the other category of staff, 66.7% ($n=4$) were male while the remaining 33.3% ($n=2$) of respondents were female respondents. Table 5.1 below provides a detailed illustration of these gender distributions within the different employment categories. Gender skewness reflects in that at all levels the majority of employees are male, except in the top management category which is gender balanced.

For purposes of this study, employees are clustered according to the existing hierarchy at the Council. In this regard, top management refers to the Town Clerk (chief executive officer) and all Directors. Middle management means officers at manager and chief level across departments such as Public Relations Manager and Chief Settlement Officer. Junior management are managers such as Senior Committee Clerk and Senior Development Officer. Operational staff refers to all non-management staff across departments such as health inspectors, accounts assistants, office orderlies, planners,

and council police officers (Chibale 2009:4; Republic of Zambia, Mazabuka Municipal Council Establishment Report, 2012:2-6; Republic of Zambia, Minutes of the proceedings of the Mazabuka Municipal Council, 2018:1, 9).

Table 5. 1: Gender distribution in relation to management position

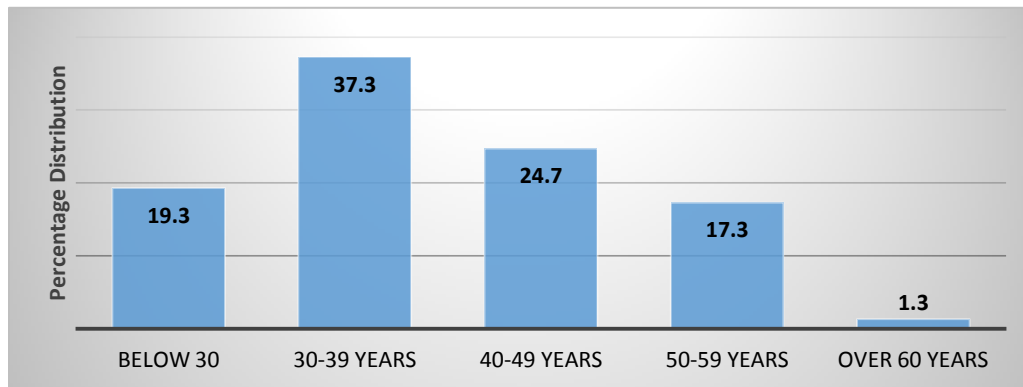
What category or position are you in?	What is your gender?		Total
	Male	Female	
Top management	2 50.0%	2 50.0%	4 100.0%
Middle management	11 52.4%	10 47.6%	21 100.0%
Junior management	19 57.6%	14 42.4%	33 100.0%
Operational staff	59 68.6%	27 31.4%	86 100.0%
Other	4 66.7%	2 33.3%	6 100.0%
Total	95 63.3%	55 36.7%	150 100.0%

Source: Field results/SPSS output

5.3.2 Age

The literature reviewed in Chapter 2 (see Sub-section 2.3.5.1) showed a positive relationship between PSM and an individual's age. It was indicated that older employees have higher propensity to PSM than younger ones (Egger-Peitler, Hammerschmid & Meyer 2007:1,9,17-18; Vandenabeele 2011:101). It was thus in this study's interest to determine the respondents' age groups and thereafter to examine (see Section 5.4) the relationship between the respondents' age and PSM. As seen in Figure 5.2 below, the majority of respondents n=56 (37.3%) were in the 30-39 age bracket, followed by the 40-49 who were 37 (24.7%). Those aged 30 and below numbered 29 (19.3%) while the 50-59 bracket had 26 (17.3%). There were only 2 (1.3%) respondents in the 60 and above age bracket. See Figure 5.2 below for a detailed illustration of the total age distribution. This shows that the workforce at the Council is fairly young and most of the respondents were still in their mid-careers.

Figure 5.2: Age distribution



Source: Field results/SPSS output

Further, Table 5.2 below illustrates the age distribution among the respondents at the Council, in relation to their occupational positions. The normal age distribution among the employees at the Council is also reflected in the frequency age distribution within the employment categories.

Table 5.2: What category or position are you in? *Age last birthday

What category or position are you in?	Age (At last birthday)					Total
	Below 30 years	30-39 years	40-49 years	50-59 years	Over 60 years	
Top management	1 25.0%	1 25.0%	1 25.0%	1 25.0%	0 .0%	4 100.0%
Middle management	5 23.8%	6 28.6%	7 33.3%	2 9.5%	1 4.8%	21 100.0%
Junior management	4 12.1%	18 54.5%	8 24.2%	3 9.1%	0 .0%	33 100.0%
Operational staff	16 18.6%	30 34.9%	21 24.4%	19 22.1%	0 .0%	86 100.0%
Other	3 50.0%	1 16.7%	0 .0%	1 16.7%	1 16.7%	6 100.0%
Total	29 19.3%	56 37.3%	37 24.7%	26 17.3%	2 1.3%	150 100.0%

Source: Field results/SPSS output

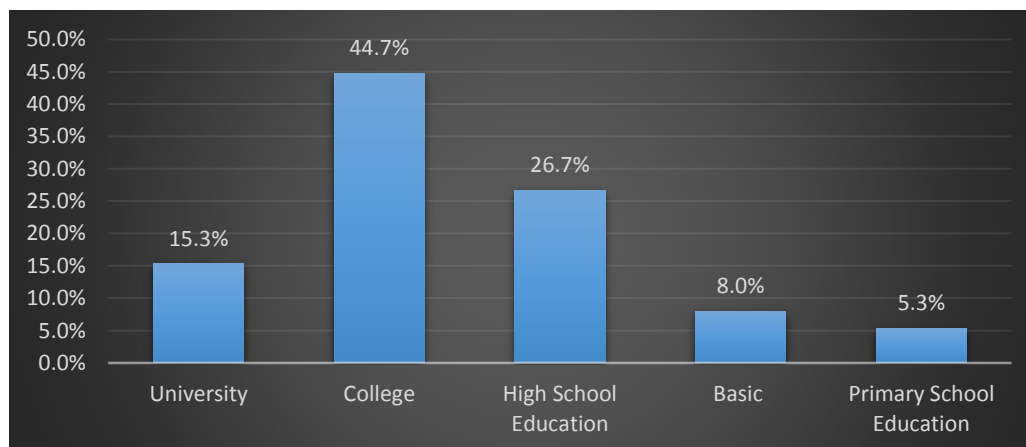
5.3.3 Education Levels

A detailed discussion was provided earlier indicating that public employment motivated

behaviour is learned through socialisation (see Chapter 2, Sub-section 2.3.2; Chapter 3, Sub-section 3.4.2.3). These structures shape the behaviour of individuals and motivate them toward or away from public service (Perry 1996:12; Moynihan & Pandey 2007:40; Perry Brudney, Coursey & Littlepage 2008:447-454; Vandenabeele 2011:99-101). It was therefore necessary in this study to establish the education levels of the respondents. This will be followed by an examination of the relationship between such levels of education and the inclination to PSM.

As depicted by Figure 5.3, the majority of the respondents 44.7% (n=67) held a college education qualification. The figure further reveals that 26.7% (n=40) had received only high school education, a further 8% (n=12) had basic education, while 5.3% (n=8) only had primary education. Primary school education begins at grade one and ends at grade seven where a national examination is written and a certificate awarded. Basic education begins at grade eight; for learners who pass the end of primary school examination and ends at grade nine where a national examination is written and a certificate is awarded (Republic of Zambia, Zambia Qualifications Framework Level Descriptors, 2016:5-6, 9). It was also revealed by the figure that 15.3% (n=23) of the respondents had attained university education. The results indicated that the Council has a fairly well-educated workforce.

Figure 5.3: Education levels distribution



Source: Field results/SPSS output

Further analyses of education levels in relation to the positions in the Council indicated

that 100% (n=4) of the respondents in top management positions all possessed university education. However, among the middle managers, 47.6% (n=10) of the respondents had university education while another 47.6% (n=10) had a college education. None of the respondents in middle management had only a high school education or primary education. However, 4.8% (n=1) of respondents in this category had only a basic education.

Among the junior management category, 15.2% (n=5) possessed a University degree, while 63.6% (n=21) were college qualification holders. Further, 18.2% (n=6) had high school education while only 3% (n=1) had basic education. None of the respondents in the junior management category had only a primary school education. Among the operational staff, only 3.5% (n=3) of the employees held a university degree while 38.4% (n=33) had college level education. A slight majority of respondents at operational level 39.5% (n=34) had only high school education. A breakdown of the education levels in relation to management position in the institution appears in Table 5.3 below.

Table 5.3: What category or position are you in?*What is your highest qualification?

What category or position are you in?	What is your highest qualification?					Total
	University	College	High School	Basic	Primary	
Top management	4 100.0%	0 .0%	0 .0%	0 .0%	0 .0%	4 100.0%
Middle management	10 47.6%	10 47.6%	0 .0%	1 4.8%	0 .0%	21 100.0%
Junior management	5 15.2%	21 63.6%	6 18.2%	1 3.0%	0 .0%	33 100.0%
Operational staff	3 3.5%	33 38.4%	34 39.5%	9 10.5%	7 8.1%	86 100.0%
Other	1 16.7%	3 50.0%	0 .0%	1 16.7%	1 16.7%	6 100.0%
Total	23 15.3%	67 44.7%	40 26.7%	12 8.0%	8 5.3%	150 100.0%

Source: Field results/SPSS output

5.3.4 Employee group

The researcher was also interested to establish the existing categories of employment at the Council and their relationship to PSM. As indicated in Chapter 2 (see Sub-section 2.3.5.2), the level of PSM is directly proportional to an individual's hierarchical authority (Moynihan & Pandey 2007:40; Desmarais & Gamassou 2014:131,134-136, 140-143).

Table 5.4 below indicates that out of the 150 respondents, 2.7% (n=4) were in top management, 14% (n=21) were in middle management, 22% (n=33) were junior managers, while 57.3% (n=86) were operational staff. Employees who did not specify their positions at the Council make up 4% (n=6) of the total population. Employees who did not specify their positions at the Council make up 4% (n=6) of the total respondent population.

Table 5.4: What category or position are you in?

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Top management	4	2.7	2.7	2.7
Middle management	21	14.0	14.0	16.7
Junior management	33	22.0	22.0	38.7
Operational staff	86	57.3	57.3	96.0
Other	6	4.0	4.0	100.0
Total	150	100.0	100.0	

Source: Field Results/SPSS output

This section provided the demographic profiles of the respondents and particularly, gender distribution, age distribution, education levels and employee group distribution. This was necessary as it formed the basis for presentation of the findings, discussions and interpretations of the research data, all of which are the focus of the next section.

5.4. FINDINGS, DISCUSSIONS AND INTERPRETATIONS

Data analysis is carried out in this section. It follows the questionnaire sequence from Section II: A to C (see Appendix H). But before proceeding to conduct a detailed analysis and interpretation of the results, it seemed necessary to carry out statistical tests aimed at assuring the validity and reliability of the study's findings. Thus, a reliability test that was meant to ensure consistency of the questions in the Likert scale was carried out using the Cronbach's alpha coefficient. These items were grouped according to the three identified antecedents, namely, public interest, self-sacrifice, and compassion. The above three items were included in the questionnaire in order to examine the PSM levels among respondents by establishing what possibly makes the Council an attractive employer.

As seen in Chapter 3 (see Section 3.5), of the many factors that influence work behaviour of employees, three motives stand out, namely, rational motives, normative conformity and affective bonding (Perry 1999:479-480). These motives manifest in the following antecedents of PSM: (i) attraction to public policy making, which denotes rational motives, (ii) commitment to the public interest and civic duty signifying normative motives, and (iii) compassion and self-sacrifice that symbolise affective motives (Perry 1997:182; Perry & Hondeghem 2008:4; Mihalcioiu 2011:834-835; Christensen, Stritch, Kellough & Brewer 2015:3). Respondents were required to evaluate each of the statements provided in this section and indicate the extent to which they agreed or disagreed with it. To this end the Likert scale was employed, indicating the choices as: '*Strongly disagree*'. '*Disagree*'. '*Neutral*'. '*Agree*'. '*Strongly agree*'.

5.4.1 Public interest

Section II: A of the questionnaire dealt with the respondents' views about public interest. The section's aim was to elicit responses to the research question: *What are the PSM levels of employees at the Council in Zambia?* Specifically, this section was intended to determine whether respondents were motivated by public interest in choosing the

Council as an employer. A reliability analysis was carried out in respect of said antecedent; it comprised four (4) related items, namely:

- **A1:** I voluntarily and unselfishly contribute to the residents of Mazabuka.
- **A2:** Serving the public interest of the Mazabuka community is an important drive in my daily life.
- **A3:** Serving the public of the Mazabuka community is more important than helping individuals in the office.
- **A4:** I am involved in the community of Mazabuka more than my co-employees.

The Cronbach test indicated that the questions under the 'Public Interest' section in the questionnaire had reached an acceptable reliability level with a Cronbach value of 0.749. The test further indicated that deleting the fourth statement would yield a better Cronbach value of 0.785.

The rest of items appeared worthy of retention, as deleting them would result in a reduced Cronbach alpha value in all instances. Given this result, it was considered prudent to remove the fourth item (**A4: I am involved in the community of Mazabuka more than my co-employees**) in this particular section before doing the final analysis. Tables 5.5a and 5.5b below illustrate the results of the analysis.

This antecedent was a composite scale for the statements that were made by respondents in relation to the extent to which they were motivated to work by the desire to serve the interests of the people in the Mazabuka community. As earlier indicated, four items originally represented this antecedent. However, one item was removed upon carrying out the Cronbach test as it proved to be unsuitable. Based on these three items, a median value was established to create a composite antecedent called "Public Interest". The median value is a middle number in the dataset. It separates the higher half from the lower half of a data sample.

Table 5.5a: Public interest reliability test statistics

Cronbach's Alpha	Cronbach's Alpha based on standardised items	No. of items
.749	.758	4

Source: Field results/SPSS output

Table 5.5b: Public interest item-total statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item deleted
I voluntarily and unselfishly contribute to the public living in the Mazabuka community	11.22	5.233	.584	.483	.670
Serving the public interest of the Mazabuka community is an important drive in my daily life (at the office or outside).	11.16	5.437	.619	.517	.658
To me serving the public in Mazabuka community is more important than helping individual persons at the office.	11.39	4.776	.623	.395	.644
I am involved in the community of Mazabuka more than my co-employees are.	11.81	5.522	.387	.200	.785

Source: Field results/SPSS output

An analysis of the responses in relation to this antecedent indicated that 86% (n=129) of respondents were committed to serving the public in the Mazabuka community. This was represented by the 62% (n=93) of respondents that agreed to being committed and the 24% (n=36) that strongly agreed that they were motivated by the desire to serve public interest in the Mazabuka community. However, a proportion of the respondents

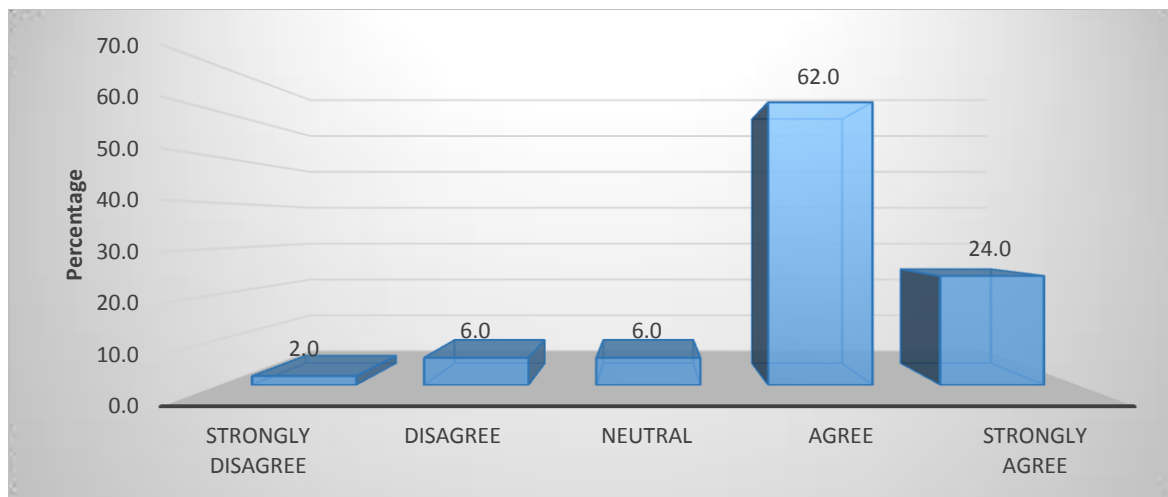
indicated that serving the Mazabuka community was not important to them. This was represented by the 6% (n=9) that disagreed and 2% (n=3) that strongly disagreed to being motivated by the desire to serve public interest. The remaining 6% (n=9) were neutral. These findings are represented in Table 5.6 and further illustrated in Figure 5.4 below.

Table 5.6: I am motivated by the desire to serve public interest

Response/Scale	Frequency	Percent	Cumulative Percent
Strongly Disagree	3	2.0	2.0
Disagree	9	6.0	8.0
Neutral	9	6.0	14.0
Agree	93	62.0	76.0
Strongly Agree	36	24.0	100.0
Total	150	100.0	

Source: Field results/SPSS output

Figure 5.4: Motivated by desire to serve public interest



Source: Field results/SPSS output

Based on the findings above, the study concluded that 86% (n=129) of the employees at Mazabuka Municipal Council [represented by the 62% (n=93) of respondents that agreed and 24% (n=36) that strongly agreed] were motivated by the desire to serve public interest in the Mazabuka community. This was in comparison to only 8% (n=12) of respondents that disagreed [represented by 6% (n=9) and a further 2% (n=3) that disagreed strongly] to being motivated by the desire to serve public interest. The remaining 6% (n=9) were neutral.

5.4.2 Self-sacrifice

Section II: B of the questionnaire dealt with the respondents' views about self-sacrifice. The aim of this section was to seek responses to the research question: *What are the PSM levels of employees at the Mazabuka Municipal Council in Zambia?* This section was concerned with getting views of the respondents on whether they were motivated by the desire for self-sacrifice in choosing the Council as an attractive employer. A reliability analysis of Cronbach's test carried out on 'Self-sacrifice' involved four related (4) items namely:

- **B1** Much of what I do at the Council is for a cause bigger than me.
- **B2** Making a difference in the community of Mazabuka means more than my personal achievements.
- **B3** I feel people living in Mazabuka area should give back to the community as I Do.
- **B4** I am prepared to make enormous sacrifices for the good of the Mazabuka community.

Results from this test indicated a reliability Cronbach alpha value of 0.791, which was significantly high to ensure reliability of the questionnaire. Further, the test indicated that deleting any of the items on statements on the list would result in Cronbach alpha values that are less than 0.791. For this reason, it was necessary to maintain all the items on this list of questions under the self-sacrifice section. Tables 5.7a and 5.7b show the results of the self-sacrifice reliability test.

Table 5.7a: Self-sacrifice reliability test statistics

Cronbach's Alpha	Cronbach's Alpha based on standardised items	No. of items
.791	.793	4

Source: Field results/SPSS output

Table 5.7b: Self-sacrifice item-total statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Much of what I do at the Council is for a cause bigger than me.	11.36	6.890	.5726	.390	.753
Making a difference in the community of Mazabuka means more than my personal achievements.	11.49	5.836	.661	.469	.710
I feel people living in Mazabuka area should give back to the community as I do.	11.26	7.549	.577	.403	.753
I am prepared to make enormous sacrifices for the good of the Mazabuka community.	11.37	6.932	.609	.439	.735

Source: Field results/SPSS output

This antecedent was a composite scale for the statements that were made by respondents in relation to the extent to which they were willing to sacrifice self for the sake of serving the Mazabuka community.

Table 5.8: I am willing to sacrifice self for the sake of serving Mazabuka community

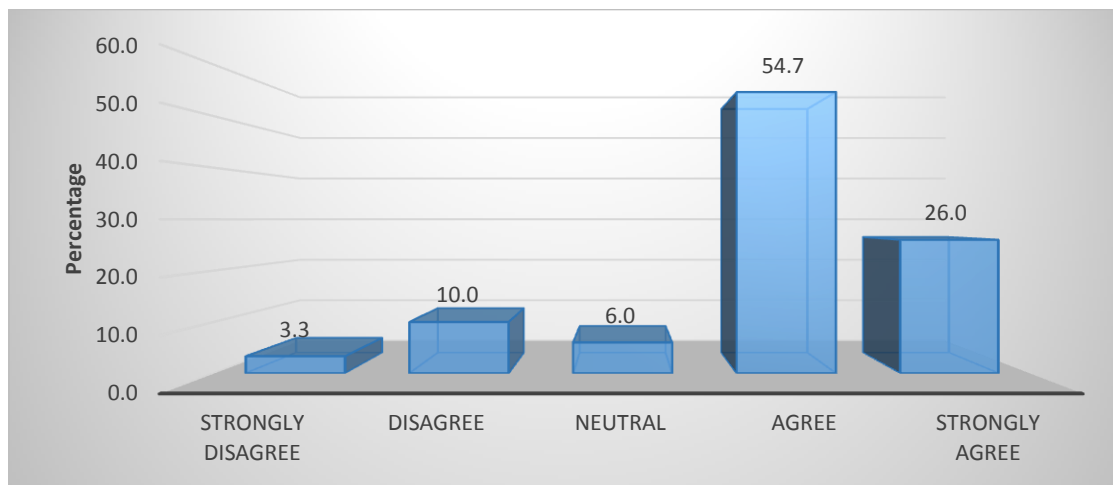
Response/Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.3	3.3	3.3
Disagree	15	10.0	10.0	13.3
Neutral	9	6.0	6.0	19.3
Agree	82	54.7	54.7	74.0
Strongly Agree	39	26.0	26.0	100.0
Total	150	100.0	100.0	

Source: Field results/SPSS output

As observed earlier, four items represented this antecedent. No item was removed even after conducting the Cronbach's Reliability Test. Table 5.8 above presents the results of the test conducted.

Findings under this section revealed that 80.7% (n=121) of respondents were willing to sacrifice self for the sake of serving the Mazabuka community. This was shown by the 54.7% (n=82) of respondents that agreed and the 26% (n=39) that strongly agreed that they were willing to sacrifice self in the service of the Mazabuka community. However, a proportion of the respondents indicated that they were not willing to sacrifice self for the sake of serving the Mazabuka community. This particular group consisted of the 10% (n=15) that disagreed and the 3.3% (n=5) that strongly disagreed to being willing to sacrifice themselves for the sake of the community. The remaining 6% (n=9) were neutral on this point. The responses to this antecedent are represented in Table 5.8 above as well as in Figure 5.5 below.

Figure 5.5: Willingness to sacrifice self for the sake of serving Mazabuka community



Source: Field results/SPSS output

In terms of self-sacrifice among Council employees, it was concluded that 80.7% (n=121) - represented by the 54.7% (n=82) who agreed plus 26% (n=39) who strongly agreed - were willing to sacrifice self for the sake of serving the community. However, only 13.3% (n=20) - represented by 10% (n=15) and 3.3% (n=5) - were unwilling to sacrifice self for the sake of the Mazabuka community. The rest, represented by 6% (n=9), were non-committed.

5.4.3 Compassion

Section II: C of the questionnaire dealt with the respondents' views about compassion. The aim of this section was to solicit responses to the research question: *'What motivated the respondents to choose the Council as an attractive employer; is it compassion?* A Cronbach's reliability test conducted on 'Compassion' involved the analysis of four (4) related items, namely:

- **C1** I am rarely moved by the plight of the underprivileged people living in the community of the Mazabuka area.
- **C2** I have little Compassion for members of the Mazabuka community who are unwilling to take the first step themselves.
- **C3** I seldom think about the welfare of the people of the Mazabuka community.
- **C4** To me helping the Mazabuka community is very important.

Table 5.9a: Compassion reliability test statistics

Cronbach's Alpha	Cronbach's Alpha based on standardised items	No. of items
.286	.164	4

Source: Field results/SPSS output

Table 5.9b: Compassion item-total statistics

Item	Scale Mean If item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
I am rarely moved by the plight of the underprivileged people living in the Community of the Mazabuka area.	9.6267	4.142	.279	.243	.034
I have little compassion for members of the Mazabuka community who are unwilling to take the first step themselves	9.4667	4.237	.309	.220	.003
I seldom think about the welfare of the Mazabuka community	9.3667	3.536	.445	.261	-.242
To me helping the Mazabuka community is very important.	7.8600	8.430	.367	.155	.642

Source: Field results/SPSS output

Results from this test indicated a very low reliability Cronbach alpha value of 0.286, implying that the questions in the questionnaire particularly under this section were not reliable. Further, the test indicated that deleting any of the items on statements on the list, apart from the fourth item, would result in Cronbach alpha values that are much

lower, and have negative values. This violates the reliability model assumptions. However, deleting of the fourth item resulted in a Cronbach alpha value of 0.642, which was the best result under the circumstances in establishing the antecedent of “Compassion”. Tables 5.9a and 5.9b above present an illustration of the tests conducted.

5.4.3.1 Adjusted Cronbach’s reliability test for Compassion

Considering the outcome of the Cronbach’s reliability test shown in Tables 5.9a and 5.9b, another reliability test was conducted with only three items. The fourth item (**C4**) which read *“To me helping the Mazabuka community is very important”* was excluded. The three items representing this antecedent were the following:

- **C1** I am rarely moved by the plight of the underprivileged people living in the community of the Mazabuka area.
- **C2** I have little compassion for members of the Mazabuka community who are unwilling to take the first step themselves.
- **C3** I seldom think about the welfare of the people of the Mazabuka community.

The results of the reliability test shown in Table 5.10a below indicate a Cronbach Alpha value of 0.642. This value was an acceptably high value, and therefore these three questions were maintained in the questionnaire under the antecedent of compassion (Section II: C). Further, the test indicated that deleting any of the other items or statements on the list would result in Cronbach alpha values that are less than 0.642. The results of the repeated reliability test appear in Tables 5.10a and 5.10b below.

Table 5.10a: Compassion reliability test statistics (repeated test)

Cronbach’s Alpha	Cronbach’s Alpha based on standardised items	No. of items
.642	.642	4

Source: Field results/SPSS output

Table 5.10b: Compassion item-total statistics (repeated test)

Item	Scale Mean if Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
I am rarely moved by the plight of the underprivileged people living in the community of the Mazabuka area.	5.38	4.425	.424	.190	.582
I have little compassion for members of the Mazabuka community who are unwilling to take the first step themselves	5.22	4.683	.422	.189	.583
I seldom think about the welfare of the people of the Mazabuka community	5.12	4.147	.510	.261	-.459

Source: Field result/SPSS output

This antecedent was a composite scale for the statements that were made by respondents in relation to the extent to which they lacked compassion towards the plight of the underprivileged people of Mazabuka. Four items originally represented this antecedent. However, the fourth item was removed upon carrying out the Cronbach test which rendered it inappropriate. Based on the remaining three items, a composite scale for compassion based on the median value was created. Table 5.11 below illustrates the results of the test on compassion.

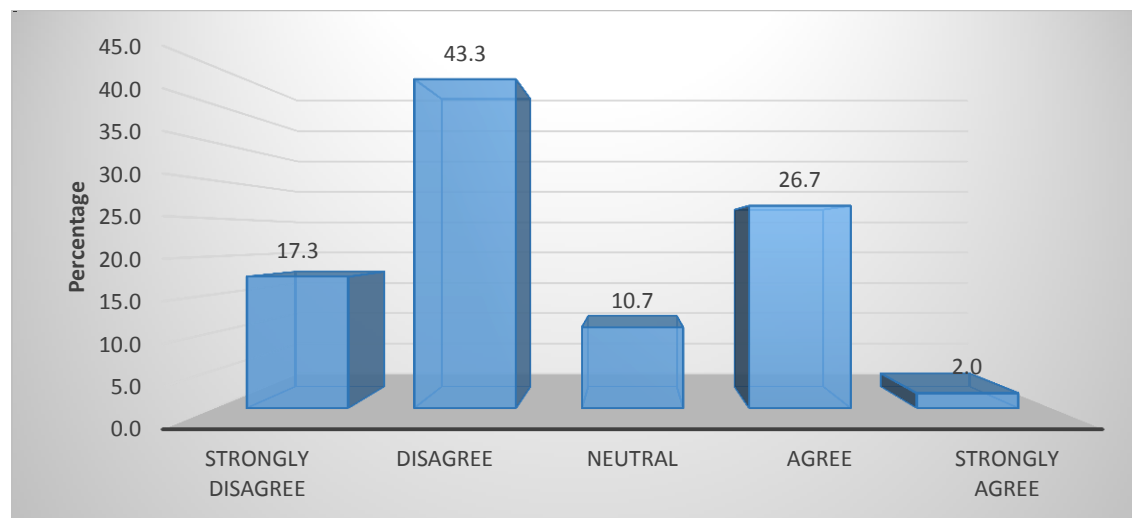
Table 5.11: I have no compassion for the underprivileged in Mazabuka community

Response/Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	17.3	17.3	17.3
Disagree	65	43.3	43.3	60.7
Neutral	16	10.7	10.7	71.3
Agree	40	26.7	26.7	98.0
Strongly Agree	3	2.0	2.0	100.0
Total	150	100.0	100.0	

Source: Field result/SPSS Output

Findings revealed that a significant 28.7% (n=43) admitted that they had no compassion for the underprivileged in Mazabuka. This was represented by the 26.7% (n=40) of respondents that agreed that they had no compassion, and the 2% (n=3) that strongly expressed their lack of compassion. However, a larger proportion of 60.6% (n=91) did not agree that that they lacked compassion. This particular group consisted of the 43.3% (n=65) that disagreed and the 17.3% (n=26) that strongly disagreed with the assertion that they lacked compassion towards the underprivileged people in the Mazabuka community. The remaining 10.7% (n=16) were neutral about it. Table 5.11 above and Figure 5.6 below show the results of the reliability test on compassion.

Figure 5.6: No compassion for less privileged in Mazabuka community



Source: Field results/SPSS output

In relation to compassion, the study found that the majority of the employees – 60.6% (n=91) – did not agree that they lacked compassion. This total takes into account the 43.3% (n=65) that disagreed and the 17.3% (n=26) that strongly disagreed that they lacked compassion towards the underprivileged people within the Mazabuka community. However, only a smaller proportion of 28.7% (n=43) had no compassion for the under privileged in Mazabuka. This was made up by the 26.7% (n=40) of respondents that agreed and the 2% (n=3) that strongly agreed to lacking compassion. The remaining 10.7% (n=16) were on the fence.

5.4.4 PSM-Analysis of variance

The antecedents of PSM were further analysed in relation to different demographic characteristics namely gender, age, education and management position. This was conducted to establish if there are any significant differences in the levels of PSM based on demographic differences. More specifically, the intention was to determine the levels of PSM in relation to particular demographic characteristics. This is in line with the findings from the Literature Review (see Chapter 2, Sub-section 2.3.5), which showed that the socio-demographic characteristics namely gender, age, education levels and hierarchical position do influence an individual's PSM levels.

5.4.4.1 Gender variance

It was shown (see Chapter 2, Sub-section 2.3.5.3) that different studies conducted by various scholars supported the influence of gender on PSM. In this regard Syamsir (2014:1), Christensen, Stritch, Kellough and Brewer (2015:1,20), Bright (2016a:284) and Bright (2016b:405) confirmed that gender is an important predictor of career preferences, more specifically in relation to PSM. The findings in Table 5.12 below discloses that males were slightly more committed to all the three antecedents – namely, public interest, self-sacrifice and compassion – than their female counterparts.

Table 5.12: Gender variance

ANTECEDENT	Male	Female
Public interest	91.6% (n=87)	86.0% (n=42)
Self-sacrifice	86.3% (n=82)	70.9% (n=39)
No Compassion	27.4% (n=26)	30.9% (n=17)

Source: Field results/SPSS output

Table 5.13: ANOVA-Gender

Item	Gender	Sum of Squares	df	Mean Square	F	Sig.
I am motivated by the desire to serve public interest	Between Groups	4.852	1	4.852	6.961	.009
	Within Groups	103.148	148	.697		
	Total	108.000	149			
I am willing to sacrifice self for the sake of serving the Mazabuka community	Between Groups	8.792	1	8.792	9.118	.003
	Within Groups	142.708	148	.964		
	Total	151.500	149			
I have no compassion for the underprivileged in Mazabuka community	Between Groups	1.420	1	1.420	1.130	.289
	Within Groups	185.973	148	1.257		
	Total	187.393	149			

Significance Level: * P<0.1 ** P<0.05 * P<0.01** **Source:** Field results/SPSS output

However, to establish whether the differences observed between the male and female genders above were significant, an Analysis of Variance (ANOVA) test was carried out on the antecedents in relation to gender. Table 5.13 above indicates the results for the ANOVA test.

Results obtained from the ANOVA indicate that there is a significant difference in the means between male and female respondents, especially in relation to the public

interest and self-sacrifice antecedents. This is shown by the significant values of 0.009 regarding public interest and 0.003 concerning self-sacrifice.

This result conformed to the findings of Perry, Brudney, Coursey and Littlepage (2008:453) that men were more inclined to volunteer to serve public interest than females. Nonetheless, in terms of compassion for the underprivileged, results did not establish any differences in the means between male and female.

5.4.4.2 Age group variance

The literature reviewed in Chapter 2 (see Sub-section 2.3.5.1) suggested a positive relationship between PSM and an individual's age (Vandenabeele, 2011:101). In this research project, findings revealed that respondents in the age category of 50-59 years old, and those below the age of 30 years, showed a higher propensity to serving public interest. These age groups scored 93% and 92.3% respectively, compared to the other age categories, namely, 30-39 group with 82% and the 40-49 cohort at 83%. These findings correspond with a study conducted by Vandenabeele (2011:101). The results of Vandenabeele's study showed that older employees have higher PSM levels.

Intriguingly, however, those in the age category of 60 years and above were the lowest with only 50% of the respondents agreeing that they were motivated by public interest.

A similar trend was observed with those that were willing to sacrifice self, where higher percentages were observed in the 30 years and the 50-59 years old brackets. In terms of the lack of compassion, the lowest percentages were revealed in these two brackets of below 30 years and 50-59 years. These refuted that they had no compassion for the under privileged, implying that the majority in these two categories were rather compassionate toward the less privileged in the Mazabuka community. Thus, responses were consistent in each category. A summary of the age group variance appears in Table 5.14 below.

Table 5.14: Age group variance

ANTECEDENT	Below 30 Years	30-39 Years	40-49 Years	50-59 Years	60 Years & Above
Public Interest	93% (n=27)	82.1% (n=46)	83.8% (n=31)	92.3% (n=24)	50.0% (n=1)
Self-Sacrifice	89.6% (n=26)	80.4% (n=45)	72.9% (n=27)	84.6% (n=22)	50% (n=1)
No Compassion	24.1% (n=7)	33.9% (n=19)	37.8% (n=14)	11.5% (n=3)	0.0% (n=0)

Source: Field results/SPSS output

Results of the ANOVA did not reveal any significant differences in the mean values for all age groups. This meant that there was no significant difference in the responses of individuals from all the age categories interviewed *vis-à-vis* all three antecedents. Table 5.15 below reflects the variances among the age groups.

Table 5.15: ANOVA-Age group

Item	Age group	Sum of Squares	df	Mean Square	F	Sig.
I am motivated by the desire to serve public interest	Between Groups	2.879	4	.720	.993	.413
	Within Groups	105.121	145	.725		
	Total	108.000	149			
I am willing to sacrifice self for the sake of serving the Mazabuka community	Between Groups	6.456	4	1.614	1.613	.174
	Within Groups	145.044	145	1.000		
	Total	151.500	149			
I have no compassion for the underprivileged in Mazabuka community	Between Groups	11.923	4	2.981	2.463	.048
	Within Groups	175.470	145	1.210		
	Total	187.393	149			

Significance Level: * $P < 0.1$ ** $P < 0.05$ *** $P < 0.01$ **Source:** Field result/SPSS output

5.4.4.3 Education levels variance

Once again, the literature review (see Chapter 2, Sub-section 2.3.5.1) indicated a

positive relationship between PSM and an individual's level of education (Egger-Peitler, Hammerschmid & Meyer, 2007:1,9,17-18; Moynihan & Pandey, 2007:40). A cross tabulation of education levels and the PSM antecedents in Table 5.16 revealed a pattern, albeit a weak one, relating the antecedents with education levels. The results of the study further disclosed that the number of respondents who “agree” or “strongly agree” to public interest increased as the level of education reduced, except for the “basic education” category which had an outlying value.

However, in terms of the willingness to sacrifice self, the results indicated that the number of those that agreed reduced as the level of education reduced as well. Regarding those respondents that had no compassion for the underprivileged, the results indicated an increase in the percentage of those that agreed as the level of education decreased.

Results generally revealed that the less educated are motivated more by public interest compared to those with higher education. Conversely, the highest educated had more compassion for the underprivileged, and were willing to sacrifice themselves for the sake of the community of Mazabuka, compared to the less educated. These results to a greater extent, echoed those by Egger-Peitler, Hammerschmid and Meyer (2007:1,9,17-18) and Moynihan and Pandey (2007:40).

Table 5.16: Education levels variance

ANTECEDENT	University	College	High School	Basic	Primary
Public Interest	82.6% (n=19)	83.6% (n=56)	90% (n=36)	83.4% (n=10)	100% (n=8)
Self-Sacrifice	86.9% (n=20)	80.6% (n=54)	77.5% (n=31)	83.3% (n=10)	75% (n=6)
No Compassion	13% (n=3)	25.4% (n=17)	40% (n=16)	25% (n=3)	50% (n=4)

Source: Field results/SPSS output

An ANOVA analysis was also carried out to establish whether the difference in the mean of these education levels in relation to PSM was of any significance. As Table

5.17 below indicates, the ANOVA test results revealed that there was no significant difference in the mean values for all the levels of education in relation with PSM.

Table 5.17: ANOVA-Education levels

item	Education levels	Sum of Squares	df	Mean Square	F	Sig.
I am motivated by the desire to serve public interest	Between Groups	2.439	4	.610	.838	.503
	Within Groups	105.561	145	.728		
	Total	108.000	149			
I am willing to sacrifice self for the sake of serving the Mazabuka community	Between Groups	1.825	4	.456	.442	.778
	Within Groups	149.675	145	1.032		
	Total	151.500	149			
I have no compassion for the underprivileged in Mazabuka community	Between Groups	7.182	4	1.795	1.445	.222
	Within Groups	180.211	145	1.243		
	Total	187.393	149			

Significance Level: *P<0.1P<0.05***P<0.01**

Source: Field results/SPSS output

5.4.4.4 Management position variance

Similarly, the literature review conducted in Chapter 2 (see Sub-section 2.3.5.2) had found that the level of PSM is directly proportional to an individual's hierarchical authority (Moynihan & Pandey, 2007:40; Desmarais & Gamassou, 2014:131,134-136,140-143). Research results in this study indicated that respondents from the operational staff category had more propensity towards public interest compared to other categories, followed by junior management respondents. The middle and top management respondents were the least in terms of having public interest.

In regard to self-sacrifice, the highest numbers of respondents were found among junior management, followed by those from the operational staff. Middle management had the lowest number of respondents who expressed willingness to self-sacrifice, followed by those in top management. However, in terms of those that indicated that they had no compassion for the underprivileged, operational staff had the highest numbers

compared to all other categories. Table 5.18 below indicates the management position variance.

Table 5.18: Management position variance

ANTECEDENT	Top Management	Middle Management	Junior Management	Operational Staff	Other
Public Interest	75% (n=3)	71.4% (n=15)	87.9% (n=29)	88.4% (n=76)	100% (n=6)
Self-Sacrifice	75% (n=3)	61.9% (n=13)	90.9% (n=30)	80.3% (n=69)	(n=6) 100%
No Compassion	0% (n=0)	28.5% (n=6)	27.2% (n=9)	30.2% (n=26)	33.3% (n=2)

Source: Field results/SPSS output

Upon running an analysis of variance, differences in the means of these employment groups were not found to be significant. This implied that there was no significant difference in the responses of individuals from all the employment categories in respect of the three PSM antecedents. Table 5.19 below shows the ANOVA results per position of responsibility.

Table 5.19: ANOVA-Management position

Item	Management position	Sum of Squares	df	Mean Square	F	Sig.
I am motivated by the desire to serve public interest	Between Groups	3.949	4	.987	1.376	.245
	Within Groups	104.051	145	.718		
	Total	108.000	149			
I am willing to sacrifice self for the sake of serving the Mazabuka community	Between Groups	3.748	4	.937	.920	.454
	Within Groups	147.752	145	1.019		
	Total	151.500	149			
I have no compassion for the underprivileged in Mazabuka community	Between Groups	4.427	4	1.107	.877	.479
	Within Groups	182.967	145	1.262		
	Total	187.393	149			

Significance Level: *P<0.1**P<0.05*** P<0.01

Source: Field results/SPSS output

5.5 CONCLUSION

This chapter discussed, analysed, and interpreted the data that was collected to investigate the PSM levels of employees at the Mazabuka Municipal Council in Zambia. It discussed the response rate and then proceeded to show how the data collected was analysed and interpreted. The primary data was collected using a self-administered questionnaire, which was complimented by secondary data from the literature review, document analysis, as well as literature control. A total of 174 self-administered questionnaires were distributed to Council employees. Of this number, a substantial 150 were completed and returned to the researcher, representing a response rate of 86.2%. The study established varying levels of PSM for each of the antecedents that were being studied. It was mainly established that 86% of the respondents were motivated by the desire to serve the public interest, while 80.7% were willing to sacrifice self for the sake of serving the Mazabuka community. Conversely, the levels of compassion among the respondents were comparatively low, with only 60.6% indicating that they were compassionate about the less privileged people of the Mazabuka community. Findings also showed that male respondents had higher levels of PSM – in particular, public interest and self-sacrifice – than their female counterparts. Other categories that showed higher PSM were employees in the age group of 50-59, those below the age of 30, as well as the operational staff.

The final chapter of this study offers a summary and conclusion of all the chapters. It discusses the realisation of the study aim and objectives, conclusions of each chapter, limitations and recommendations of the study along with suggested areas for further research.

CHAPTER 6: REALISATION OF THE STUDY AIM AND OBJECTIVES, CONCLUSIONS, LIMITATIONS, RECOMMENDATIONS, FURTHER RESEARCH AREAS AND CONCLUSION

6.1 INTRODUCTION

Chapter 5 focused on the analysis and interpretation of the primary data from the self-administered questionnaire, and presentation of findings on the PSM levels of employees at the Council. The objective of this Chapter is to assess whether and how the study's aim and objectives have been realised. It links all the chapters and sums-up the entire research project, focusing on answering the critical question: Has the main problem of the study been addressed in line with the study objectives as outlined in Chapter 1 (see Section 1.5)? To this end, a discussion on how each objective was achieved is provided, followed by a synopsis and conclusions of each chapter of the dissertation within which the major findings of the study get highlighted. Just before the Chapter concludes by suggesting areas for future research, the study's limitations are outlined and recommendations made.

6.2 REALISATION OF THE STUDY AIM AND OBJECTIVES

There is need to reflect on whether or not the study's aim and objectives have been realised. It is necessary to recall that the study objectives emanated from the research problem which built up to the research questions. The research problem of the study was the following: *What are the PSM levels of employees at the Mazabuka Municipal Council in Zambia?*

6.2.1 Research questions

The following key research questions informed the study:

- What are the origins of the concept of PSM?
- What is the meaning of the concept of PSM?
- What antecedents are important to employees at the Council?
- How did employees at the Council navigate public interest *vis-à-vis* PSM?
- How did employees at the Council experience self-sacrifice in relation to PSM?

- How did employees at the Council show compassion pertaining to PSM?

These questions led to the development of the research objectives highlighted below.

6.2.2 Aim and objectives

The study's primary aim was to investigate what makes Mazabuka Municipal Council attractive as an employer to the respondents by embedding it into a person-institution fit framework. The following objectives were in addition to the primary aim:

- Objective 1: Provide the background, rationale and a general overview of the study (see Chapter 1).
- Objective 2: Trace the origins of and define the concept PSM. This expands on the introductory chapter by, more particularly, reviewing accessible literature on PSM (see Chapter 2).
- Objective 3: Outline the conceptual framework and theoretical perspectives around PSM (see Chapter 3).
- Objective 4: Outline the research methodology, design and method used to investigate the research problem (see chapter 4).
- Objective 5: Analyse, interpret and present the findings of the self-administered questionnaires, to determine which antecedents (public interest, self-sacrifice, and compassion) were important to the employees when choosing the Council as an employer (see Chapter 5).
- Objective 6: Describe the realisation of the study aim and objectives, draw conclusions, highlight limitations, make recommendations and suggest areas for further research (see Chapter 6).

6.2.2.1 Realisation of the aim and objectives

The objectives are weighted in this section in order to determine whether the key issues of focus have been addressed. Each objective is evaluated and a summary of how it was addressed provided.

- **Objective 1.** *Provide the background, rationale and general overview of the study.*

This objective was attained through the general introduction provided in Chapter 1, which put in perspective the focus of the study. It discussed the background to the

research project and rationale, and provided a clear statement of the problem. The research aim and objectives were also highlighted in this chapter. These provided the motivation for the research and its direction. In addition, the scope and demarcation of the study, research methodology, design and method were highlighted as well as the key concepts and chapter outline.

- **Objective 2:** *Trace the origins of the concept and define the concept PSM. This expanded on the introductory chapter by, more particularly, reviewing accessible literature on PSM.* This objective was achieved through the literature review conducted in Chapter 2. The latter traced the origins of the concept PSM to 1990 when James Perry and Lois Wise (1990:368) devised the catch phrase “PSM” for the first time and defined it as, “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions.” Further nuance has since accrued to the concept and was traced through available literature from different contexts around the world. Similarly, three global areas namely, Western, Eastern and African countries were selected, in order to provide a wider scope and demonstrate how the values underpinning PSM have been institutionalised. It received further attention in Chapter 3 which provides the conceptual framework and theoretical perspectives for this study. The chapter provides various scholarly definitions of the concept PSM and outlines its theoretical foundations.

- **Objective 3:** *Outline the conceptual framework and theoretical perspectives around PSM.* This objective was intended to delve deeper into the conceptual framework and theoretical perspectives of PSM and build on Chapter 2. The objective was realised through provision of the aims, definitions and objectives of a conceptual framework and theoretical perspectives in the broader context, and PSM in particular. Furthermore, definitions of concepts motivation and PSM were provided. The two categories of motivation theories precisely, content and process theories were deliberated on. Against this background, the study delved deeper into the PSM theory as a process theory underpinning this research project providing detail on the three motives of PSM namely rational, normative and affective motives.

- **Objective 4:** *Outline the research methodology, design and method used to investigate the research problem.* This objective was intended to provide a comprehensive outline of how the project would be conducted. It is an extension of Chapter one which provided a framework of processes involved in this study. In attaining this objective, the Chapter presented the research methodology and in particular, the research approach, interpretive frameworks and philosophical assumptions. In addition, the Chapter discussed the research design and method, provided detail about the quantitative design as the most appropriate design for this research and furthermore, explained the case study and a survey method chosen for the study. Similarly data collection techniques were discussed as well as all the important characteristics in the design of the closed-ended self-administered questionnaire used in this project. A brief highlight regarding data processing and analysis was provided in order to demonstrate how the data in this particular project would be processed and analysed. A discussion on literature control ensued and thereafter, matters concerning how the data would be stored and destroyed when no longer needed were also summed up in this chapter. The key processes of establishing trustworthiness as well as the ethical principles for the protection of respondents were also described.

- **Objective 5:** *Analyse, interpret and present the findings of the self-administered questionnaires, to determine which antecedents (public interest, self-sacrifice and compassion) were important to the employees when choosing the Council as an employer.* This objective was partially addressed through Chapter 3 in which PSM antecedents were deliberated on in relation to the three PSM motives, namely, the rational, the normative and the affective. It was however, fully realised through Chapters 4 and 5 where the primary data collected from respondents who are actually employees at the Council was interrogated. Data analysis and interpretation helped to determine the significance of the named antecedents to the respondents when choosing the Council as an attractive employer. Findings revealed that 86% of the respondents were motivated by the desire to serve public interest, while 80.7% were willing to sacrifice self for the sake of serving the Mazabuka community. Nonetheless, the levels of

compassion were comparatively low, with only 60.6% declaring compassion for the less privileged as a significant factor. Results also showed that males had higher levels of PSM than their female counterparts, particularly public interest and self-sacrifice. Furthermore, employees below the age of 30 and those who are over 50 years old were the most public service motivated along with operational staff.

- **Objective 6:** *Describe the realisation of the study aim and objectives, draw conclusions, highlight limitations, make recommendations and suggest areas for further research.* In Chapter 1, some of the possible limitations of the study were provided. In this chapter (Chapter 6) the researcher elaborated on the limitations and focused on it in more detail (see Section 6.4 below). However, this does not imply failure of the study but to indicate to the reader that external factors affected the conduct of the research project. In Chapter 6 conclusions were drawn, recommendations were made and further areas for research were identified. This chapter also clearly outlined the success of this study in addressing the relevant research issues.

It can thus be concluded that the research problem was addressed and the intended aim and objectives of this study were achieved. A synopsis of the main conclusions of each chapter is presented below.

6.3 CONCLUSIONS

The objectives pertaining to each chapter were evaluated in order to determine whether the critical issues on which each was focussed were addressed. Sub-sections 6.3.1 to 6.3.6 below provide an outline of how each chapter addressed the main issues pertaining to it, including concluding remarks.

6.3.1 General introduction

In Chapter one the researcher introduced the study. It progressed from the research proposal which was submitted and subsequently approved by the Department of Public Administration and Management through the responsible committee at the University of South Africa. This chapter outlined the methodologies which the study used to address the identified problem. In this regard, the approach undertaken included providing the

general background and rationale to the study, indicating the importance, highlighting the problem statement, research questions, aim and objectives, scope and demarcation, conceptualisation, research methodology, design and method, including the study's possible limitations. The discussion of all these provided the framework for investigating the research problem, namely: *What are the PSM levels of employees at the Mazabuka Municipal Council in Zambia?*

6.3.2 Literature review: Public service motivation

Chapter 2 reviewed published literature around the origins of the concept PSM up to 1990. Literature from various authors and contexts on PSM formed part of the basis for subsequent analysis in the study. Three global areas namely, Western, Eastern and African countries were selected for purposes of providing a wide enough scope and to corroborate how the values underpinning PSM as a concept have been regionally institutionalised.

From the literature, among others, it was established that socialisation through socio-historical institutions such as family, religion, education and professional bodies plays an important role in the development of PSM within individuals. More specifically, it was seen that the values acquired through socialisation are important to an individual's PSM and choice of career in the public sector.

6.3.3 Conceptual framework and theoretical perspectives of public service motivation

Chapter 3 provided the conceptual framework and theoretical perspectives of motivation in general and PSM in particular, as the basis of the study. Scholarly definitions of both motivation and PSM were provided from the various authors. Two groups of motivation theories – content and process theories – were discussed. PSM is understood to belong to process theories. The latter are anchored in the need for motivation and satisfaction derived from an individual's full participation in decisions that concern him/her. These theories are value-based, which means that an individual goes through socialisation and internalises the values directed toward doing good for others and society. At the core of

the PSM theory is the assertion that an individual derives satisfaction from serving the public good.

Through this chapter also, the three motives that drives an individual toward PSM were identified as rational, normative and affective. It was thus observed that an individual motivated by rational motives would be interested to participate in policy formulation, and would advocate for favourable policies for the public good and derives satisfaction in fulfilling these. At the same time, an individual driven by rational/normative motives would be interested in serving public interest, loyalty to civic duty and social equity. Such an individual views service to others as a duty or responsibility, and that serving the public good is more important than any attendant benefits. Equally, affective motives are based on an individual having patriotism of benevolence or compassion. An individual influenced by these motives believes that service to others means doing good for society and that one should always put others first before self.

6.3.4 Research methodology, design and method

Chapter 4 provided a discussion of the research methodology, design and method that was followed in conducting this study. In supplying a clear road map of how the researcher would obtain data from the respondents, the chapter explained the research plan of the study. It started out with a discussion of the research approach followed in conducting the study, namely, explanatory, descriptive and exploratory. Then followed a look into the post-positivism paradigm alongside a discussion of the epistemological, ontological, axiological and methodological assumptions of the study.

The chapter further highlighted the quantitative research design and provided justification for its selection as more appropriate to be used in this study. Furthermore, the research methodology and particularly the case study and survey methods were highlighted as the most appropriate research methods for this project. Research setting and unit of analysis, population and sampling, data collection instruments and in particular literature review, document analysis and a self-administered questionnaire were all also indicated. The questionnaire design and administration, purpose of questionnaire and instructions, type of questions, wording and ordering, piloting the questionnaire, distribution and return of questionnaire, plus administering of the

questionnaire were also discussed. Issues pertaining to establishing trustworthiness of study results, specifically credibility, transferability, dependability and confirmability were also deliberated on. Finally, ethical considerations such as disclosure, voluntary participation and harmlessness to respondents, confidentiality and professionalism also received due attention.

6.3.5 Analysis and interpretation of research data

The penultimate chapter (Chapter 5) engaged in the analysis of primary data collected through the self-administered questionnaire. Data was interpreted and findings presented in response to the study problem. Respondents' demographic information was highlighted and factored in the interpretation and presentation of the study findings. In presenting the findings of each data set, a summary of responses was provided in form of description, tables and charts-in line with the study objectives. The major empirical findings of this study are that the majority of employees at the Council have high levels of PSM. Nonetheless, the research established varying levels of PSM for each of the antecedents that were being studied. Precisely, the study's findings are presented in the subsequent section.

6.3.5.1 Major findings from the study on PSM levels of employees at the Council

It is important at this point to underscore the key findings from the empirical study.

1. To determine which antecedents (public interest, self-sacrifice, compassion) were important to the employees when choosing the Council as an employer.

The study established that 86% of the respondents were motivated by the desire to serve public interest, while 80.7% were willing to sacrifice self for the sake of serving the Mazabuka community. Conversely, the levels of compassion among the respondents were comparatively low, with only 60.6% indicating that they were compassionate towards the less privileged.

2. In respect of the influence of demographic factors on PSM of the respondents, the study established the following:

(i) **Gender:** Males generally exhibited higher levels of PSM compared to their female counterparts in relation to all the three antecedents. However, when the Analysis of

Variance (ANOVA) was conducted, the study established that the variation in the views between the two genders was only statistically significant in relation to the two antecedents of “public interest” and “self-sacrifice”. It was confirmed that males were more inclined to public interest and self-sacrifice. Nonetheless, there were no variations in so far as compassion was concerned.

(ii) **Age group:** In regard to age, the study concluded that respondents in the age bracket 50-59 years old, and those below the age of 30 years, showed a higher propensity to public interest compared to other categories. A similar trend was observed among those age groups that were willing to sacrifice self and being compassionate.

(iii) **Education levels:** With regard to the respondents’ education levels, results revealed that the less educated were more inclined to public interest than those with higher education levels. Conversely, and compared to those with low levels of education, those with higher levels of education were more compassionate toward the underprivileged, and were willing to sacrifice themselves for the sake of the Mazabuka community. There were however, no differences in mean values observed among the levels.

(iv) **Employee category:** In this regard, results indicated that respondents from the operational categories had a higher propensity to public interest. Those in middle and top management categories were the least inclined to public interest. A similar trend was observed with regard to self-sacrifice and compassion. Nonetheless, no statistical difference in their mean values was observed.

Based on the findings it can be concluded that there are high levels of PSM of employees at the Council. In this regard, the Council has high potential of recording successes both as an institution and at individual employee level. At this point there is need to sum-up the project through the concluding Chapter.

6.3.6 Concluding chapter

Chapter 6 discussed, among others, the realisation of the study aim and objectives, conclusions, limitations, recommendations and areas for further research. The chapter demonstrates that the main problem of the study was addressed in line with the objectives of the study.

The ensuing section provided an outline of how each chapter contributed to the realisation of the research objectives of this research project. Nonetheless, the study surely had several limitations that emerged during the course of study.

6.4 LIMITATIONS OF THE STUDY

During the course of this research, some limitations were encountered by the researcher. They include the following:

- From the literature study, it was established that there are no studies on PSM conducted in Zambia generally and at the Mazabuka Municipal Council specifically. This project therefore, serves as pioneering work in relation to those two factors. In this regard, the findings cannot be generalised to the broader Zambian public service, regardless of external validity.
- Given that all employees in Councils in Zambia are government officials they are sometimes sceptical about providing information related to their work environment. Therefore, not all the respondents that were given the questionnaires filled them up. Even those that filled up these questionnaires, their objectivity in responding could have been compromised in certain instances because of the general negative perception towards provision of research information in these public institutions.
- Considering that Mazabuka is a relatively small district, the employee population is homogeneous in nature. Therefore, most of the employees have similar characteristics.

Having summed-up and appreciated the findings of this research project, and also highlighted the limitations, it is now necessary to provide some recommendations for the Council to consider.

6.5 RECOMMENDATIONS

Arising from the findings in this study, it is evident that the levels of PSM among employees at the Council are relatively high, especially in the areas of public interest and self-sacrifice. In addition, although the compassion antecedent revealed comparatively lower levels of 60.6%, this was still above average. Furthermore, the differences in respondents' views did not vary demographically, except for the gender category. As a result of these findings, the following are recommended for the Council to consider:

- In future recruitments, the Council should consider PSM as an important aspect during interviews and engagement of employees. The nature of work at the Council is more of community service, therefore employees need to be willing to put the interest of others and society first, thereby serving the public good. This would help select, recruit, place and retain employees who are public service motivated. The initiative would assist the Council continue to have employees who are able to put the interest of others and society first, or rather, serving the public good as priority.
- There is need to develop an incentive system at the Council in order to maintain the high PSM levels that employees have when joining the Council as a preferred employer. PSM levels are shown to be higher in the age group below 30, which is the time when employees are newly recruited, but lower in the middle age categories. The levels are again higher among those above 50 years who are almost retiring. The Council also needs to pay particular attention to the following categories of employees: females, employees in the age group “above 30”, and “below 50”, as well as those in the middle and top management. These all exhibited comparatively low levels PSM levels compared to the other demographic categories.
- The Council should consider implementing institutional socialisation programs focusing on a shared vision and common values. This should involve team building around affective commitment to stimulate and sustain PSM.
- The Council should engage and hold periodical consultative meetings with staff in order to stimulate and maintain high PSM levels among various employee categories. With the findings from the study showing that the middle-aged respondents and, also

those in the middle and top management categories have less commitment to PSM, it is a warning sign that there is a problem somewhere in the system. This is the category of employees expected to provide effective leadership in the institution for the next two decades.

The subsequent section suggests areas for further research emanating from the findings of this project.

6.6 FURTHER RESEARCH AREAS

In light of the shortcoming, findings and recommendations of this study, the following areas are recommended for further research:

- The sources of PSM among employees at the Mazabuka Municipal Council (with particular attention to culture and family background).
- Comparative studies on PSM among employees across select local authorities (councils) in Zambia, particularly those with heterogeneous employee populations.
- Whether Zambian civil servants in general are driven by PSM in their choice of career: a case of nurses and/or teachers.

6.7 CONCLUSION

The application of the PSM concept to employees at the Council has shown that individuals are influenced by different motives when choosing an employer. In the particular case of Mazabuka Municipal Council, it has been observed that 86% of the respondents were motivated by the desire to serve public interest, while 80.7% were willing to sacrifice self for the sake of serving the community. Conversely, 60.6% of the respondents, which is above average, were compassionate about the community's underprivileged members.

Considering the findings, it can be concluded that the Council has a well-motivated workforce and can easily achieve high performance levels in serving the Mazabuka community. The Council only needs to put a few measures in place in order to maintain the PSM levels so far exhibited by its employees.

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APPENDIXES

APPENDIX A: Request to undertake research at Mazabuka Municipal Council

P.O Box FW471

LUSAKA

April 24, 2012

The Town Clerk

Mazabuka Municipal Council

P. O. Box 670022

MAZABUKA

Dear Sir,

Ref: PERMISSION TO UNDERTAKE A RESEARCH AT THE MAZABUKA
MUNICIPAL COUNCIL

I make reference to the above captioned subject.

I am a student at the University of South Africa undertaking studies for the award of a Master of Public Administration. As part of the requirements for the completion and award of this qualification, I am supposed to undertake an academic research on a topic in the field of Public Administration.

In view of the aforesaid, I am requesting for permission to undertake a research among employees in your institution on the topic "Public Service Motivation levels among employees at the Mazabuka Municipal Council in Zambia." May I indicate that this is purely an academic research and that all the information that I will collect will be treated with strict confidentiality and used for purposes of this research only.

Thank you in advance for your kindness.




Dorothy Hadunka

+260955750847 (phone)

41619099@mylife.unisa.ac.za (e-mail)

APPENDIX B: Authorisation letter from Mazabuka Municipal Council



In reply please quote
No. MMC 7/20/3

MAZABUKA MUNICIPAL COUNCIL

Telegrams : MUCPAL Mazabuka
Tel: +260 213 230461
Cell: +260 97 7 808743/754139
803839/750910/ 0979 443050 / 0977 823839
E-mail: mazabukamunicipalcouncil@yahoo.com

All correspondence to be addressed
to the Town Clerk

Office of the Town Clerk
P. O. Box 670022
MAZABUKA
Republic of Zambia

24 April 2012

Dorothy Handuka
P.O. Box FW 471
LUSAKA

Dear Madam,

RE: PERMISSION TO UNDERTAKE A RESEARCH AT MAZABUKA MUNICIPAL COUNCIL

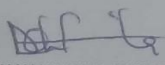
The above subject refers.

I write to acknowledge receipt of your letter dated 24th April 2012.

I am glad to inform you that you have been granted permission to undertake your research at Mazabuka Municipal Council in confidence that your research is purely academic.

Wishing you the best of luck.

Yours faithfully
MAZABUKA MUNICIPAL COUNCIL



.....
D. Chifwala
ACTING DEPUTY DIRECTOR OF ADMINISTRATION
For/TOWN CLERK

c.c. file

VISION
To be a well planned city built around the basic needs of the people and the District's efforts will remain committed and focus towards this cause.

MISSION STATEMENT
To Provide Quality Social Services Effectively, Efficiently and Sustainably
to the Resident of the Sweetest Town in the Nation that is Mazabuka

APPENDIX C: UNISA Ethics clearance Certificate



DEPARTMENT: PUBLIC ADMINISTRATION AND MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE

Date: 18 June 2018

Ref #: PAM/2018/016 (Hadunka)
Name of applicant: Ms D Hadunka
Student#: 41619099

Dear Ms Hadunka

Decision: Ethics Clearance Approval 18 June 2018 to 17 June 2021

Name: Ms D Hadunka, student#: 41619099, 41619099@mylife.unisa.ac.za,
tel: +260 955 750 847

[Supervisor: Prof EJ van der Westhuizen, tel: 012 429-6246, vdwesej@unisa.ac.za]

Research project 'Public service motivation levels among employees at the Mazabuka Municipal Council in Zambia' **Qualification:** Master of Public Administration

Thank you for the application for **research ethics clearance** by the Department: Public Administration and Management: Research Ethics Review Committee, for the above mentioned research. Ethics approval is granted for the period **18 June 2018 to 17 June 2021**. If necessary to complete the research, you may apply for an **extension** of the period.

The decision will be tabled at the next College RERC meeting for notification/ratification.

For full approval: The application was **expedited and reviewed** in compliance with the *Unisa Policy on Research Ethics* and the *Standard Operating Procedure on Research Ethics Risk Assessment* by the RERC on 14 June 2018.

The proposed research may now commence with the proviso that:

- 1) The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.

- 2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to this Ethics Review Committee.
- 3) The researcher will conduct the study according to the methods and procedures set out in the approved application.
- 4) Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study, among others, the **Protection of Personal Information Act 4/2013**; **Children's Act 38/2005** and **National Health Act 61/2003**.
- 6) Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
- 7) Field work activities **may not** continue after the expiry date given. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Kind regards

C. Alers.
Ms C Alers
 Chairperson:
 Research Ethics Review Committee
alersc@unisa.ac.za


Prof MT Mogale
 Executive Dean: CEMS

APPENDIX D: Permission to use questionnaire from Prof. J. L. Perry

RE: PERMISSION TO USE QUESTIONNAIRE ON PUBLIC SERVICE MOTIVATION IN
JOURNAL ARTICLE

Perry, James L. <perry@indiana.edu>

Yesterday, 07:57HADUNKA D

Dear Dorothy,

You have my permission to use the public service motivation scale to which you refer. Best wishes for your research.

Sincerely,

Jim Perry

James L. Perry

PSM Website: <http://www.indiana.edu/~psm/home.php>

Twitter: @JLPerrySPEA

Co-editor: *Handbook of Public Administration*, 3rd Edition, <http://bit.ly/PA3rdEd>

Distinguished Professor Emeritus

Chancellor's Professor of Public and Environmental Affairs Emeritus

Indiana University, Bloomington

School of Public and Environmental Affairs

APPENDIX E: Letter of introduction/participant information sheet

Dear Respondent,

1. INTRODUCTION

You are invited to voluntarily participate in a research project that forms part of my Masters studies. The topic for this research is, “Public service motivation levels among employees at the Mazabuka Municipal Council in Zambia”. This information will assist you in making a decision to participate as it is imperative for you to fully understand what is involved. This letter provides complete details on the purpose of the study, research procedure followed, potential benefits of the study, research risks and discomfort, rights of the respondent, approval to conduct the study, and contact details of researcher, supervisor and co-supervisor.

2. PURPOSE OF STUDY

This study is undertaken as part of the requirement for the award of a Master of Public Administration degree to the researcher. This study aims to investigate, analyse and address PSM levels among employees at the Council in general and, what makes the Council attractive as an employer to the respondents in particular, by embedding it into a person-institution fit framework. Additionally, the research aims to contribute to the understanding and knowledge of the PSM construct.

3. RESEARCH PROCEDURE FOLLOWED

This study mainly involves the completion of self-administered questionnaires. The self-administered questionnaires are completed by putting an ‘X’ in the appropriate box that corresponds with your answer to the research questions.

4. POTENTIAL BENEFITS OF THE STUDY

No compensation or material benefits will be provided for taking part in this study. However, it is envisaged that the recommendations of this study could contribute to the improvement of choices in terms of the recruitment, selection and retention of staff in the future. Further, that this study could potentially add value to the entire local

government sector in Zambia in terms of managing municipal employees better. In addition, this study could contribute to the limited practical knowledge on PSM in the local government field. Please note that a copy of the final manuscript will be handed to the Mazabuka Municipal Council. The research findings will be published in a management journal and made publicly available through the University of South Africa's institutional repository.

5. RESEARCH RISKS AND DISCOMFORT

There are no anticipated legal, physical and psychological (emotional) harm to the respondent. The following measures were instituted to protect the respondent from any harm: (1) the identity of the respondent will be protected; (2) information provided by the respondent will be treated with strict confidentiality; (3) the completed questionnaire will be collected by the researcher in person (4) the survey data will be aggregated rather than reported individually and, (5) that the respondent is free to withdraw from participation at will should he/she feel uncomfortable.

6. RIGHTS OF THE RESPONDENT

Participation in this study is entirely voluntary. Written consent is needed to participate in this study. Before the respondent signs the informed consent form, he or she should have fully understood the information contained in this participant information letter. The respondent has the following rights: (1) right to voluntarily participate in this study; (2) right to refuse to participate in this study; and (3) right to withdraw consent to participate in this study at any time without adverse consequences and/or giving reasons.

7. APPROVAL TO CONDUCT THE STUDY

Please be informed that the researcher has been provided with permission by the Research Ethics and Review Committee of the College of Economic and Management Sciences of the University of South Africa (UNISA) to conduct this research and obtain information from you. The researcher also obtained permission from the Town Clerk at the Mazabuka Municipal Council to conduct this study (refer to the covering letter of the questionnaire).

8. CONTACT DETAILS OF RESEARCHER, SUPERVISOR AND CO-SUPERVISOR

For more information, questions or concerns about this study, please contact the researcher, supervisor or co-supervisor. Their contact details are provided below:

1. The Researcher

Dorothy Hadunka

Mobile number: +260955750847/+260 966 750 860

E-mail address: 41619099@unisa.ac.za

2. The Supervisor

Professor Johan van der Westhuizen

Mobile number: +27 836549227

E-mail address: vdwesej@unisa.ac.za

Fax: +27 12 4293221

3. The Co-supervisor

Ms. Rochelle G. Wessels,

Mobile number: +27 824988701

E-mail address: rwessels@unisa.ac.za

APPENDIX F: Informed consent/declaration form

I have read and understood the contents of the above Participation Information Sheet/ Informed Consent Letter. I am willing to participate in the research. I am aware that I can withdraw my participation at any time should I experience any discomfort in responding to the questions. I understand that the researcher will keep this information confidential. I understand the contents of this Participation Information Sheet/Informed Consent Letter and the nature of the study and I agree to take part in the study as required.

Signature: _____

Date: _____

APPENDIX G: Instructions to complete questionnaire

Date: 04-06-18

Dear Respondent

I am currently employed at the Anti-Corruption Commission in Zambia and am conducting research at the Mazabuka Municipal Council (hereafter referred to as “the Council”). The title of the study is “Public service motivation levels among employees at the Mazabuka Municipal Council in Zambia.” The research aim is to analyse and address public service motivation (hereafter referred to as “PSM”) and investigate what makes the Council attractive as an employer to you by embedding it into a person-institution fit framework.

Please be informed that I have been provided with permission by the Research Ethics and Review Committee of the College of Economic and Management Sciences of the University of South Africa (UNISA) to conduct this research and obtain information from you. I have also been granted consent by the Council Management to conduct this research among its employees for academic purposes. Hence, you are requested to assist me with this study by answering the questions in the included questionnaire, as honestly and completely as possible. With regard to ethical issues guiding the study, I pledge strict adherence to the University of South Africa’s Research Ethics Policy as it applies to academic research projects in higher educational institutions in South Africa. Hence, it implies:

- This research is only targeted at employees of the Council, and you have been invited to participate in the study because of this reason. The study is only focussing on the views and experiences of employees of the Council.
- Your participation is anonymous and you are not required to disclose your identity. This implies that your identity will be protected and your privacy respected at all times.
- The information collected from you will be treated with strict confidentiality and used for the research purpose only.
- You have the right to participate and withdraw your participation in the study at any time.

Hence, your participation is regarded as voluntary.

- The survey data will be aggregated rather than reported individually. This means that no one will be able to connect you to your answers.
- The survey data will be stored in a locked cupboard, and the data stored on the computer will be protected by the use of a password.
- The survey data will be destroyed when it is no longer of functional value (after five years).
- The results of the research project will be published in a subject-related journal, while a copy of the dissertation will be available in the Library at the Muckleneuk Ridge Campus of the University of South Africa (UNISA), Pretoria. A copy will also be presented to the Mazabuka Municipal Council. Privacy will be protected in any publication of the information.
- You will not receive any payment or reward, financial or otherwise, and the study will not incur undue costs to you.

The questionnaire will take you 20 minutes to complete.

Your co-operation in the reading of the Participation Information (above) and completion of the Declaration Form will be highly appreciated.

Please sign the declaration form attached if you agree to participate, complete and close the completed questionnaire and seal the envelope. I will collect it from you.

Thank you in advance for your time.

Researcher:

Ms D. Hadunka

Tel/Cell: +26 0955 750847/ 0966 750860

E-mail: 41619099@mylife.unisa.ac.za

APPENDIX H: Questionnaire

SECTION 1: PERSONAL DETAILS

The following four questions relate to your personal details. Please answer **all** questions by putting an **(X)** in the boxes provided. There is no **RIGHT** or **WRONG** answers and your honest, **anonymous** opinion will be appreciated. Kindly take note, that we are merely asking your **PERSONAL VIEWS**.

1.1 Gender

Male	
Female	

1.2 Age

Below 30 Years	
30 – 39 years	
40 – 49 years	
50 – 59 years	
Over 60 years	

1.3 What is the highest level of your academic qualification?

University	
College	
High school	
Basic	
Primary	

Strictly confidential

- 1.4 What is your job group at the Mazabuka Municipal Council (hereafter referred to as the “Council”)?

Top Management	
Middle Management	
Junior Management	
Operational staff	
Other (Specify)	

SECTION II: PUBLIC SERVICE MOTIVATION MEASUREMENT SCALE

The following 12 questions relate to issues regarding your views in terms of the origins of public service motivation and what possibly makes the Council attractive to you as an employer. It is expected of you to evaluate each of the statements and indicate to what extent you agree or disagree with each statement by putting a cross (X) in the boxes provided, using the following scale:

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

A. PUBLIC INTEREST

A1. I voluntarily and unselfishly contribute to the public living in the Mazabuka community.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly agree	

Strictly confidential

- A2. Serving the public interest of the Mazabuka community is an important drive in my daily life (at the office or outside).

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

- A3. To me serving the public of the Mazabuka community is more important than helping individual persons at the office.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

- A4. I am involved in the community of Mazabuka more than my co-employees.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

Strictly confidential

B. SELF-SACRIFICE

B1. Much of what I do at the Council is for a cause bigger than me.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

B2. Making a difference in the community of Mazabuka means more than my personal achievements.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

B3. I feel people living in Mazabuka area should give back to the community as I do.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

Strictly confidential

B4. I am prepared to make enormous sacrifices for the good of the Mazabuka community.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

C. COMPASSION

C1. I am rarely moved by the plight of the underprivileged people living in the community of the Mazabuka area.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

C2. I have little compassion for members of the Mazabuka community who are unwilling to take the first step themselves.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

Strictly confidential

C3. I seldom think about the welfare of the people of the Mazabuka community.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

C4. To me helping the Mazabuka community is very important.

Strongly Disagree	
Disagree	
Neutral	
Agree	
Strongly Agree	

THANKING YOU IN ADVANCE FOR YOUR RESPONSES

APPENDIX I: Confidentiality Agreement

Mr. Tobias C. Michelo
Rusangu University
Lusaka Campus
P. O. Box 50586
LUSAKA.

CONFIDENTIALITY AGREEMENT BETWEEN MS. DOROTHY HADUNKA (41619099) AND STATISTICIAN

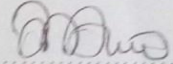
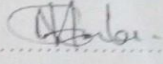
RESEARCH TITLE

PUBLIC SERVICE MOTIVATION LEVELS AMONG EMPLOYEES AT THE MAZABUKA
MUNICIPAL COUNCIL IN ZAMBIA

The research code of ethics mandates that confidentiality should be maintained throughout data collection, analysis and reporting.

As a statistician I understand that I have access to confidential information. By signing this statement I am affirming my understanding of this responsibility and agree to the following:

1. I understand that all information obtained or accessed by me in the course of this project is confidential. I agree not divulge or otherwise make known to unauthorised persons any of this information, unless specifically authorised to do so.
2. I understand that names and any other identifying information about study sites and participants are completely confidential.
3. I agree to use data solely for the purpose stipulated by the researcher.
4. I agree to maintain the confidentiality of the data at all times and keep the data secure, in a password-protected location.
5. I agree to shred all hard copies of data in my possession on completion of the project. All electronic copies will be permanently deleted from the hard drive of my computer upon completion of the project.

Tobias Michelo	04/05/18	
Statistician	Date	Signature
Dorothy Hadunka	04/05/18	
Researcher	Date	Signature

APPENDIX J: Certificate from a professional language editor

UKZN

Scottsville

3201

25 September 2019

To whom it may concern

This letter serves to confirm that I was involved in the language editing of Dorothy Handuka's Master of Public Administration Dissertation, which took place in phases from

March 2018 until May 2019. (At this time, I was based at UNISA's RITR.)

Additional to the actual language editing, several suggestions were made to the student. Also, her attention was drawn to various in-text comments that required follow-up from her.

Sincerely

M S Tshehla

A handwritten signature in black ink, appearing to read 'M S Tshehla', with a stylized flourish at the end.